

Research Note 83-12

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SOLDIER (E1-E4) QUALITY OF LIFE AT
FORT HOOD: 1975-77

Edwin R. Smootz and Jean Jones

AD A127195

ARI FIELD UNIT AT FORT HOOD, TEXAS



U. S. Army

Research Institute for the Behavioral and Social Sciences

May 1980

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REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER Research Note 83-12	2. GOVT ACCESSION NO. A0-A127195	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) SOLDIER (E1-E4) QUALITY OF LIFE AT FORT HOOD: 1975-77		5. TYPE OF REPORT & PERIOD COVERED Final Report
7. AUTHOR(s) Edwin R. Smootz and Jean Jones		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS U.S. Army Research Institute for the Behavioral and Social Sciences (PERI-OH) 5001 Eisenhower Ave., Alexandria, VA 22333		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 2Q263731A768
11. CONTROLLING OFFICE NAME AND ADDRESS Deputy Chief of Staff for Personnel Washington, D.C. 20310		12. REPORT DATE May 1980
14. MONITORING AGENCY NAME & ADDRESS(if different from Controlling Office)		13. NUMBER OF PAGES 107
		15. SECURITY CLASS. (of this report) UNCLASSIFIED
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release; distribution unlimited.		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Attitudes Attitude Questionnaire Quality of Life		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) In response to requests from the Secretary of the General Staff for the Commanding General of III Corps and Fort Hood, the Army Research Institute Field Unit at Fort Hood developed and administered a "Quality of Life" questionnaire in the fall of 1975 to a sample of soldiers drawn from the various units located at Fort Hood. The questionnaire primarily consisted of questions calling for ratings of soldier satisfaction with various aspects of living, working, and training at Fort Hood. This questionnaire was revised		

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and administered in the fall of 1976, and again revised and administered a year later, in 1977. The results were summarized for the post as a whole each year, and questions whose answers correlated significantly with stated intent to make a career of the Army were noted. Additionally, those questions for which there were significantly different responses between ethnic groups were noted.

The results indicated that, generally speaking, the quality of life for lower-ranking enlisted men at Fort Hood remained about the same during the 1975-1977 time frame; that the few ethnic differences that appeared indicated that blacks were somewhat more satisfied with the Army than were whites or other ethnic groups; and that the areas most predictive of intent to make a career of the Army were: job satisfaction, satisfaction with off-duty on-post activities, degree of harassment, and the challenge of training activities.

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SOLDIER (E1-E4) QUALITY OF LIFE AT FORT HOOD: 1975 - 1977

FOREWORD

Since the modern U.S. Army has become all-volunteer, it has become increasingly important that job benefits and other benefits offered by the Army are sufficiently attractive to bring into and retain in its forces men and women of sufficient quality and quantity. The long-run test of the attractiveness of the offered benefits will be, of course, the number and type of individuals who continue to enlist or reenlist in the Army. Intermediate steps can be taken, however, to identify some of the primary areas of dissatisfaction among the troops and to take the necessary actions to make life in the Army more attractive to today's soldier. One way to determine areas of dissatisfaction is to ask the individual soldier about the day-to-day problems he faces in the Army and how his own experiences compare with the benefits he was told he would receive. In 1975 the Commanding General at Fort Hood expressed interest in determining satisfaction with selected aspects of Army life at Fort Hood and in identifying additional problem areas relating to the effectiveness of unit operations and training. To this end, the ARI Field Unit was requested to conduct a survey of the lower-ranking enlisted men (E1s through E4s) at Fort Hood, Texas.

The research described in this report was in response to a request for technical advisory services by HQ III Corps. The research extended over a three year period commencing in the Fall of 1975 and terminating in the Summer of 1978.

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SOLDIER (E1-E4) QUALITY OF LIFE AT FORT HOOD: 1975 - 1977

BRIEF

Requirement:

This research was conducted in 1975, 1976, and 1977 in response to requests from the Secretary of the General Staff for the Commanding General of III Corps and Fort Hood, for assistance from the Army Research Institute in determining areas of soldier dissatisfaction with the quality of life at Fort Hood. Areas identified as sources of soldier dissatisfaction could then be given command attention, with the goal of reducing the sources of discontent and consequently improving the reenlistment rate of lower-ranking enlisted personnel.

Procedure:

The Army Research Institute Field Unit at Fort Hood developed and administered a questionnaire in the Fall of 1975 to a sample of soldiers drawn from the various units located at Fort Hood. The questionnaire primarily consisted of questions calling for ratings of soldier satisfaction with various aspects of living, working, and training at Fort Hood. This questionnaire was revised and administered in the Fall of 1976, and again revised and administered a year later, in 1977. The results were summarized for the post as a whole each year, and questions whose answers correlated significantly with stated intent to make a career of the Army were noted. Additionally, those questions for which there were significantly different responses between ethnic groups were noted.

Findings:

- Generally speaking, the quality of life for lower-ranking enlisted men at Fort Hood remained about the same during the 1975-1977 time frame.
- The few ethnic differences that appeared indicated that blacks were somewhat more satisfied with the Army than were whites or other ethnic groups.
- The areas most predictive of intent to make a career of the Army were: job satisfaction, satisfaction with off-duty on-post activities, perceived degree of harassment, and the challenge of training activities.

Utilization of Findings:

The results of this research were presented to commanders and staff officers of units at Fort Hood in a series of briefings. The results of the 1975 survey were presented in the Spring of 1976, the results of the 1976 survey in the Spring of 1977, and the results of the 1977 survey in the Spring of 1978. Commanders who were briefed included those from III Corps, the 1st Cavalry Division, the 2nd Armored Division, the 13th Corps Support Command, the 6th Air Combat Cavalry Brigade, and the TRADOC Combined Arms Test Activity. The results of this effort also served as a basis for the initial development of the survey instrument used in the Commander's Unit Analysis Profile project currently under development by the ARI Field Unit at Fort Hood.

SOLDIER (E1-E4) QUALITY OF LIFE AT FORT HOOD: 1975 - 1977

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SOLDIER (E1-E4) QUALITY OF LIFE AT FORT HOOD: 1975 - 1977

INTRODUCTION

In an attempt to identify sources of dissatisfaction among lower-ranking enlisted soldiers (E1 through E4) at Fort Hood, the Secretary of the General Staff (SGS) for the Commanding General of III Corps and Fort Hood requested, in 1975, that the Army Research Institute Field Unit at Fort Hood develop a questionnaire for measuring soldier attitudes toward various aspects of living and working at Fort Hood. The primary rationale behind the project was that if major areas of soldier dissatisfaction could be identified, then local commanders could effect changes in administrative policies and procedures in such a way as to mitigate soldier feelings of dissatisfaction and thus reduce the number of personnel exiting the service after their first and/or second enlistment. This would have the advantage of reducing the large costs involved in training new recruits needed to replace lower-ranking soldiers exiting from the service. A secondary purpose of the project was to assess how familiar soldiers were with local regulations and publications.

The first questionnaire developed for the above purposes by the ARI Fort Hood Field Unit was administered in the Fall of 1975 and the results were presented in a previous report.¹ The survey was modified and readministered in the Fall of 1976 and, after further modification, again in the Fall of 1977. The present report presents a comparison of the results of all three questionnaire administrations, excluding those "Fort Hood specific" items (such as familiarity with local regulations and publications), which would be of little interest to a general audience.

In reading this report the reader is cautioned to keep in mind that the results are specific to Fort Hood during the 1975-1977 time frame and are in no way indicative of how Fort Hood compares to other Army installations. While soldiers may express dissatisfaction with one aspect of Fort Hood in the present report, it could actually be the case that Fort Hood was superior in that area compared to other posts, and that no Army post would have received satisfactory ratings in that area had they been examined. Comparisons between posts is a topic for future research and was not attempted for the time period covered by the present report.

¹Jones, Jean and Smootz, Edwin R. Survey of Soldier Quality of Life at Fort Hood, Army Research Institute for the Behavioral and Social Sciences, in press.

METHODOLOGY

Questionnaire Development

The 1975 questionnaire was modeled after an earlier survey by Gividen, Nystrom, and Van Arsdell.² Details of the development of the 1975 questionnaire are given in the report by Jones and Smootz referred to in the Introduction. Basically, the questionnaire included questions covering a diverse set of topics, such as satisfaction with job training and placement, satisfaction with the chain of command, satisfaction with local facilities and services, and general satisfaction with the Army, Fort Hood, and the soldier's unit. (A copy of the complete questionnaire is included in Appendix A.)

The 1976 questionnaire (Appendix B) was a slightly modified version of the 1975 questionnaire. The basic changes involved grouping related questions into functional areas within the questionnaire itself, omitting numerous detailed questions about local news publications and on-post facilities, and adding several questions which results from the 1975 survey indicated would provide useful information on soldier attitudes toward life at Fort Hood. The questions which were added concerned obtaining the right equipment for doing one's job (#22), reasons for dissatisfaction with commander's performance (#34), adequacy of sports activities at Fort Hood (#39), satisfactoriness of barracks (#44), attendance at religious services (#50, 51), performance of military policy (#63e), and adequacy of leave policies (#63f).

For the 1977 administration, the 1976 questionnaire was extensively revised (see Appendix C). Questions concerning knowledge of local rules and regulations were omitted, as were questions tapping soldier knowledge of military subjects. Numerous questions were then added for the purpose of increasing the information obtained in the following functional areas of general interest. Satisfaction with training (#3, 4, 5, 6); satisfaction with chain of command (#13, 14, 17, 18, 20, 21); job satisfaction (#23, 24, 25, 26, 27, 28); adequacy of post services (#30); morale (#44, 45, 55); treatment of minority groups (#51, 53); satisfaction with Army policies and functions (#57, 38, 59, 60, 61). Finally, questions concerning the size of the community in which a soldier grew up (#76), and whether or not a soldier would like to continue his academic education while in the Army (#82) were also added.

²Gividen, George M., Nystrom, Charles O., & Van Arsdell, Paul M., Jr. Fort Hood Semi-annual Project VOLAR/MVA Evaluation Report, Office of the Deputy Chief of Staff for Command Programs, Fort Hood, Texas, 30 June 1972.

Questionnaire Administration

The procedures for administering the Quality of Life questionnaire were essentially the same in 1976 and 1977 as in 1975. In all three years, the survey was administered in November and December (in the 1977 survey, a few make-up sessions were held in early January) to groups of soldiers in their unit area. Group size generally varied from 25 to 100 soldiers. Two ARI researchers conducted the sessions. In 1975 and 1976, a senior male researcher gave the instructions for completing the questionnaire and was assisted by a junior female researcher. In 1977, the female researcher presented the instructions and was assisted by a male Sergeant. Both administrators answered individual questions throughout the sessions. The sessions lasted approximately one hour, with each survey participant being required to remain at the session for a minimum of 45 minutes in 1975 and 1976, and for a minimum of 60 minutes in 1977.

The instructions given to the survey participants were essentially the same for each year: the purpose of the survey was explained, the participants were told that they were selected as representatives of all soldiers at Fort Hood in the pay grades of E1 through E4, and they were informed that the survey was anonymous and that they should therefore be as candid as possible. The procedures for completing the questionnaire were explained and the participants were then allowed to begin.

Sample Composition

The questionnaires were administered to individuals of pay grades E1 through E4 who were selected on the basis of the last two digits (selected randomly each year) of their social security number. Individuals who participated in the 1975 survey came from the 2d Armored Division (2AD), the 1st Cavalry Division (1CD), and various support units at Fort Hood. Unfortunately, in 1975 no individuals were selected from the 13th Corps Support Command (COSCOM) or from the 6th Air Combat Cavalry Brigade (ACCB), which together accounted for about 15% of the E1 to E4 population at Fort Hood. This situation was corrected in the 1976 and 1977 administrations.

The survey was administered to 423 soldiers in 1975, 227 soldiers in 1976, and 750 soldiers in 1977. Proportionate samples were formed for each year by randomly discarding surveys from each unit sampled so that the sample composition for each year accurately reflected the number of E1s through E4s in a unit relative to the number of E1s through E4s at Fort Hood as a whole. In the 1975 survey, this resulted in a proportionate sample which was about half of the original sample because of the large overrepresentation of soldiers initially sampled from the 1CD.

The resulting proportionate samples, upon which the results of the present report are based, are shown in Table 1. It should be noted that while the 1976 and 1977 samples very accurately reflect the unit composition of Fort Hood during those years, the 1975 sample is less accurate because of the omission of data from the 13th COSCOM and 6th ACCB. However, the 1975 sample is accurate in terms of representing the proportions of E1s through E4s that were in the various units that were sampled that year.

Finally, a word of explanation is in order concerning the large sample size in 1977 compared to the previous sample sizes in 1975 and 1976. The 1975 and 1976 sample sizes were quite adequate for generalizing to Fort Hood as a whole. However, following the 1976 survey, numerous unit commanders requested a breakout of the results for their individual units. The 1976 sample size was too small to do this for the smaller units at Fort Hood, and still have confidence in the meaningfulness of the results. Therefore, in anticipation of such requests following the 1977 survey, the sample size was increased for that year.

Statistical Analysis

In order to make statistical comparisons of the answers received during the different years that the questionnaire was administered, average scale scores were computed where appropriate. Responses to the questionnaire items were scored on a scale ranging from -2 to +2. A -2 represented the most negative response to a given question, a 0 score represented a borderline or neutral response, and a +2 represented the most favorable response. Analysis of variance was used to determine whether there were significant differences in the answers given to various questions when compared across all of the years that the survey was conducted. These analyses were performed using the BMDP Biomedical Computer Programs.³ Duncan's New Multiple Range test was used to determine where specific differences existed when the overall analysis of variance was significant. In addition, t-tests were used to determine if a mean was significantly different from 0 on those questions which involved a borderline (scale value = 0) response category. This gave an indication as to whether the average response to such questions was in a positive or a negative direction. Finally, correlation and multiple regression analyses were performed to determine which variables were most closely associated with intent to make a career of the Army.

³BMDP Biomedical Computer Programs, W. J. Dixon, ed., University of California Press, 1975, Berkeley.

TABLE 1

SURVEY SAMPLES FOR EACH YEAR
THAT THE QUALITY OF LIFE SURVEY WAS ADMINISTERED

	1975		1976		1977	
	N	%	N	%	N	%
2AD	110	50.5	78	37.9	252	38.3
1CD	89	40.8	69	33.5	230	35.0
13th COSCOM			22	10.7	70	10.6
6th ACCB			12	5.8	39	5.9
Other Units	19	8.7	25	12.1	67	10.2
 Total	218	100	206	100	658	100

RESULTS

Background and Educational Characteristics of the Samples

Demographic characteristics of the samples are shown in Table 2. It can be seen that most of the respondents were between 19 and 25 years of age and were male. The predominant racial groups were Caucasian and Black, and most respondents were in the pay grade of E3 and E4. The majority of the respondents were not married, and in 1976 the proportion of such individuals was larger than in 1975 and 1977. This is reflected in the number of children respondents reported having, which was less in 1976 than in 1975 or 1977. About two-thirds of the respondents lived in the barracks, which is, as one would expect, about the same proportion of respondents that were single. About two-thirds of the respondents had been at Fort Hood for 18 months or less, and two-thirds had been in the Army between one and three years. Finally, the distribution of respondents across the various sizes of the communities in which they grew up was fairly even in 1977 (the only year for which data was gathered on this question).

With respect to educational characteristics (see Table 3), it can be seen that about 75% of the respondents in any year had 12 years or more of formal education, although only around 65% reported having received a regular high school diploma. Nineteen percent indicated that they had received a GED diploma and 16% reported having no high school diploma. Only about five percent of the respondents in any of the years of the survey reported having a college degree. Finally, between one-fifth and one-third of the respondents reported that they were currently taking courses to improve their educational or technical qualifications, although in 1977 90% of them said that they were interested in doing so.

Questionnaire Results

In this section, summary statistics are presented for each of the questionnaire items. Differences in answers which varied as a function of year of questionnaire administration are noted. The questions are grouped into general content areas, based on similarity of subject matter, and are discussed with respect to those content areas. The numbers used to refer to specific questions are those numbers used in the 1977 survey (Appendix C).

Satisfaction with Training

The results for questions concerned with training are shown in Table 4. It can be seen that ratings of the challenge of training

TABLE 2
BACKGROUND CHARACTERISTICS OF THE SAMPLES

<u>Variable</u>	1975		1976		1977	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Age						
18 and below	20	9.4	22	10.7	43	6.6
19-21	130	61.3	137	66.5	370	56.6
22-25	49	23.1	34	16.6	197	30.2
26 and over	13	6.2	13	6.4	44	6.9
Sex						
Male	202	94.4	185	91.1	552	92.3
Female	12	5.6	18	8.9	46	7.7
Ethnicity						
Caucasian	111	52.4	115	56.7	328	50.7
Afro-American	67	31.6	57	28.1	183	28.3
Mexican-American	17	8.0	10	4.9	41	6.3
Puerto Rican	9	4.2	6	3.0	18	2.8
American Indian	5	2.4	3	1.5	27	4.2
Oriental	1	.5	2	1.0	6	0.9
Other	2	.9	10	4.9	44	6.8
Paygrade						
E1	3	1.4	7	3.4	9	1.4
E2	27	12.8	39	19.0	74	11.4
E3	86	40.8	94	45.9	195	30.0
E4-E5*	95	45.0	65	31.7	372	57.3

*Some E5s were included in the sample because at the time the sample was chosen, these soldiers were E4s but were promoted to E5 prior to the survey administration date.

(TABLE 2 Cont.)

<u>Variable</u>	1975		1976		1977	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Marital Status						
Single	126	59.4	146	70.9	366	56.2
Married	71	33.5	51	24.8	250	38.4
Divorced	10	4.7	5	2.4	18	2.8
Other	5	2.4	4	1.9	17	2.6
Number of Children						
None	140	66.0	162	79.0	424	65.1
One	43	20.3	30	14.6	147	22.6
Two	24	11.3	9	4.4	51	7.8
Three or more	5	2.4	4	2.0	29	4.5
Living Quarters						
Barracks	141	66.5	143	69.8	381	58.4
Off-post Housing	68	32.1	58	28.3	247	37.9
On-post Housing	3	1.4	4	2.0	24	3.7
Number of months at Fort Hood						
1-6	38	18.0	36	17.6	110	16.9
7-12	81	38.4	90	43.9	189	28.9
13-18	44	20.9	45	21.9	132	20.2
19-24	31	14.7	17	8.3	113	17.5
Over 24	17	8.0	17	8.3	108	16.6
Number of months in the Army						
1-12			77	37.4	104	16.0
13-24			94	45.6	235	36.0
25-36			27	13.1	206	31.5
37-48			3	1.5	63	9.6
49-60			3	1.5	21	3.2
Over 60			2	1.0	24	3.7

(TABLE 2 Cont.)

<u>Variable</u>	1977	
	<u>N</u>	<u>%</u>
Size of Community in Which One Grew Up		
a. 1-1000 persons	79	12.2
b. 1001-5000 persons	79	12.2
c. 5001-10,000 persons	84	12.9
d. 10,001-25,000 persons	86	13.3
e. 25,001-50,000 persons	75	11.6
f. 50,001-100,000 persons	66	10.2
g. 100,001-500,000 persons	69	10.6
h. Over 500,000 persons	111	17.1

TABLE 3
EDUCATIONAL CHARACTERISTICS OF THE SAMPLES

<u>Variable</u>	1975		1976		1977	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
Years of Formal Education						
Under 10 years	9	4.2	12	6.4	33	5.2
10-11 years	48	22.4	34	18.1	131	20.2
12 years	114	53.3	111	59.0	345	53.2
Over 12 years	43	20.1	31	16.5	139	21.5
Type of High School Diploma						
GED Diploma	42	19.8	31	15.1	122	19.0
Regular Diploma	130	61.3	140	68.3	416	64.9
No Diploma	40	18.9	34	16.6	103	16.1
Type of College Degree						
Assoc(2 yr.)Degree	10	4.9	4	2.0	21	3.3
Bach(4 yr.)Degree	0	0.0	3	1.5	20	3.1
No College Degree	196	95.1	190	96.4	599	93.6
Currently Enrolled in Course to Improve Educational/Technical Qualifications						
Yes	44	21.1	67	32.7	201	30.9
No	165	78.9	138	67.3	449	69.1
Interested in Taking Courses to Improve Educational/Technical Qualifications						
Yes					573	89.5
No					67	10.5

TABLE 4
ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH TRAINING

<u>Scale</u>		1975	1976	1977
	1. The training I have received at Fort Hood has been:			
+2	a. Very challenging.		†	†
+1	b. Challenging.	Mean = .02	.16	.24**
0	c. Borderline.	S.D. = 1.30	1.08	1.07
-1	d. Unchallenging.	N = 208	201	652
-2	e. Very unchallenging.			
	2. The training I have received at Fort Hood has been			
+2	a. Very useful in preparing me to work in my MOS.			
+1	b. Useful in preparing me to work in my MOS.		†	†
0	c. Of borderline value in preparing me to work in my MOS.	Mean = .14	.34	.23
		S.D. = 1.35	1.19	1.18
-1	d. Unuseful in preparing me to work in my MOS.	N = 205	200	651
-2	e. Very unuseful in preparing me to work in my MOS.			
	3. The field maneuvers and field exercises in which I have participated have been:			
+2	a. Very useful in training my unit.			†
+1	b. Useful in training my unit.		Mean = .54	
0	c. Of borderline usefulness in training my unit.		S.D. = 1.05	
-1	d. Unuseful in training my unit.		N = 639	
-2	e. Very unuseful in training my unit.			

† Mean is significantly different from 0 ($p < .05$).

**Statistically significant difference between 1975 and 1977 means ($p < .05$).

Table 4 con't.)

<u>Scale</u>		<u>1977</u>
	4. During training and drill periods, the soldiers in my unit:	
+2	a. Are almost always busy with tasks.	†
+1	b. Are frequently busy with tasks.	Mean = .39
0	c. Are busy with tasks about half the time.	S.D. = 1.14
-2	d. Are frequently waiting around and doing nothing.	N = 641
-1	e. Are almost always waiting around and doing nothing.	
	5. The physical training program in my unit is:	
+2	a. Very adequate for the unit's mission.	†
+1	b. Adequate for the unit's mission.	Mean = .27
0	c. Of borderline adequacy for the unit's mission.	S.D. = 1.27
-1	d. Inadequate for the unit's mission.	N = 648
-2	e. Very inadequate for the unit's mission.	
	6. My training instructors at Fort Hood have been:	
+2	a. Very effective teachers.	†
+1	b. Effective teachers.	Mean = .35
0	c. Somewhat effective teachers.	S.D. = 1.01
-1	d. Ineffective teachers.	N = 644
-2	e. Very ineffective teachers.	

† Mean is significantly different from 0 (p<.05).

(#1) increased over time ($F=2.93$, $df=2,1058$, $p<.05$). In 1975 training challenge was rated as "borderline", but by 1977 the average rating had increased in the direction of "challenging" ($H_0:\mu=0$; $\bar{x}=.24$, $t=5.69$, $df=651$, $p<.001$).

Although there were no significant differences across time in the answers to the question concerning the usefulness of training at Fort Hood in preparing one to work in his MOS (#2), such training was rated as not significantly different from "borderline" in 1975 but had increased in the direction of being "useful" in 1976 ($H_0:\mu=0$; $\bar{x}=.34$, $t=4.09$, $df=199$, $p<.001$) and in 1977 ($H_0:\mu=0$, $\bar{x}=.23$, $t=5.0$, $df=650$, $p<.001$).

The remaining questions shown in Table 4 were only asked in the 1977 survey. Perusal of the answers to those questions reveals that the ratings were in the positive direction, although not strongly positive. The usefulness of field training maneuvers and exercises (#3) received the most positive rating ($H_0:\mu=0$; $\bar{x}=.54$, $t=13.14$, $df=638$, $p<.001$), although the adequacy of the physical training program (#5; $H_0:\mu=0$; $\bar{x}=.27$, $t=5.42$, $df=647$, $p<.001$) and the effectiveness of training instructors (#6; $H_0:\mu=0$; $\bar{x}=.35$, $t=8.93$, $df=643$, $p<.001$) were also given somewhat positive ratings.

Finally, the average rating given to the extent to which soldiers were busy with relevant tasks during training and drill (#4) was in the "busy half the time" to "busy frequently" interval.

Overall then, it appears that soldier satisfaction with training was somewhat positive in 1977, and had improved somewhat since 1975.

Job Satisfaction

Table 5 shows the results from questions concerned with the degree to which soldiers were satisfied with their jobs. During each year of the survey, soldiers reported spending about 44 hours per week on their jobs (question #83). However, only about two-thirds of this time (25 to 30 hours) was reportedly spent in meaningful work (question #84). There were no significant differences across time in the ratings which soldiers gave to the question concerning their placement in jobs for which they felt they were or were not suited (#22). Ratings on this question were slightly positive in 1976 ($H_0:\mu=0$; $\bar{x}=.33$, $t=1.87$, $df=212$, $p<.06$).

Questions 28 and 29 were only asked in 1976 and 1977. There was no change across time in soldiers' responses to the question of how satisfying their job had proven to be (#28), the average ratings being slightly positive in both cases ($H_0:\mu=0$; for 1976, $\bar{x}=.18$, $t=2.22$, $df=202$, $p<.03$; for 1977, $\bar{x}=.23$, $t=4.49$, $df=654$, $p<.001$). However, there was a significant change in their ratings of how much of a problem they had in getting the right equipment to do their job

TABLE 5
ITEMS AND SUMMARY STATISTICS PERTAINING
TO JOB SATISFACTION

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
83. The average number of hours that I spend on my job per week is:		Mean = 44.9 S.D. = 13.08 N = 208	42.9 23.13 204	44.7 18.92 648
84. The average number of hours of meaningful work that I do on my job per week is:		Mean = 29.7 * S.D. = 15.9 N = 204	24.6 * 19.03 203	28.2 19.5 648
22. At Fort Hood, I have been placed in jobs for which I am: +2 a. Very well suited. +1 b. Well suited. 0 c. Borderline in suitability. -1 d. Unsited. -2 e. Very unsited.		† Mean = .16 S.D. = 1.28 N = 213	† .33 1.12 201	† .36 1.25 651
28. My job has proved to be: +2 a. Very satisfying. +1 b. Satisfying. 0 c. Borderline. -1 d. Unsatisfying. -2 e. Very unsatisfying.		Mean = .18 S.D. = 1.14 N = 203	† .23 1.30 655	† .23 1.30

*Mean is significantly different from 0 (p<.05).

* Statistically significant difference between adjacent means (p<.05).

(Table 5 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
29. Obtaining the right equipment to do my job has:				
+2 a. Never been a problem in the past.			†	†
+1 b. Rarely been a problem in the past.	Mean =	-.90	-.53	
0 c. Occassionally been a problem in the past.	S.D. =	1.31	* 1.40	
-1 d. Sometimes been a problem in the past.	N =	201	647	
-2 e. Frequently been a problem in the past.				
23. My present job is:				
+2 a. Almost always interesting.				
+1 b. Frequently interesting.	Mean =		.10	
0 c. Interesting about half the time.	S.D. =		1.37	
-1 d. Frequently not interesting.	N =		652	
-2 e. Almost never interesting.				
24. I feel that how well my present job is done is:				
+2 a. Very important to the Army.				†
+1 b. Fairly important to the Army.	Mean =		.97	
0 c. Of borderline importance to the Army.	S.D. =		1.28	
-1 d. Not too important to the Army.	N =		654	
-2 e. Scarcely of any importance to the Army.				
25. I am able to do my present job the way I think it should be done:				
+2 a. To a very great extent.				†
+1 b. To a large extent.	Mean =		.39	
0 c. To some extent.	S.D. =		1.26	
-1 d. To a small extent.	N =		653	
-2 e. Hardly at all.				

† Mean is significantly different from 0 (p<.05).

* Statistically significant difference between adjacent means (P<.05).

(Table 5 con't.)

<u>Scale</u>		<u>1977</u>
	26. In my job, I feel that my supervisor is:	
+2	a. Very concerned with the quality of my work.	†
+1	b. Fairly concerned with the quality of my work.	Mean = .86 S.D. = 1.20
0	c. Shows borderline concern with the quality of my work.	N = 650
-1	d. Fairly unconcerned with the quality of my work.	
-2	e. Almost totally unconcerned with the quality of my work.	
	27. In my job, my supervisor:	
	a. Almost always sets clear goals for me.	
	b. Usually sets clear goals for me.	Mean = .19
	c. Sets clear goals for me about half the time.	S.D. = 1.39
	d. Occasionally sets clear goals for me.	N = 647
	e. Almost never sets clear goals for me.	

† Mean is significantly different from 0 ($p < .05$).

(#29) with the responses indicating less of a problem in 1977 than in 1976 ($F=10.69$, $df=1.846$, $p<.001$).

All of the remaining questions in Table 5 were only asked in 1977. Examination of the results indicates that soldiers felt that their jobs were interesting about half of the time (#23). A rather positive rating was given to the question (#24) concerning how important a soldier felt his job was for the Army ($H_0: \mu=0$; $\bar{x}=.97$, $t=19.29$, $df=654$, $p<.001$), with the average respondent indicating that he felt that his job was "fairly" important to the Army. Soldiers reported that they felt they were able to do their jobs the way they should be done "to some extent" (#25), and there was a fairly positive average rating given to the degree of concern which supervisors gave to the quality of soldiers' work (#26; $H_0: \mu=0$; $\bar{x}=.86$, $t=18.33$, $df=649$, $p<.001$), although soldiers reported that supervisors set clear goals for them only about half of the time (#27).

In summary, soldiers showed mild satisfaction with their jobs at Fort Hood.

Satisfaction with Chain of Command

Table 6 presents the results for questions concerning soldier satisfaction with the chain of command. The first two questions shown indicate how many days a month soldiers saw (#85a-90a) and talked to (#85b-90b) those in their chain of command. One can see that, not surprisingly, there is generally more interaction between soldiers and leaders at lower levels of command than at higher levels. This is true in terms of seeing as well as talking to unit leaders during all three years that the questionnaire was administered (all significant $t's \leq 2.18$, $df's \geq 161$, $p's < .05$). Also, as one might expect, soldiers reported seeing each unit leader more than they reported talking to each one during each year that the survey was administered (all $t's \geq 6.32$, $df's \geq 161$, $p's < .001$). With respect to changes across time, it can be seen that, with the exception of seeing the Command Sergeant Major, the amount of interaction between soldiers and unit leaders did not change between 1975 and 1976. In 1977, soldiers' estimates of the frequency of seeing and talking to unit leaders were significantly lower than the 1975 and 1976 estimates at the lower leadership levels (all significant $p's < .05$, $df's \geq 985$). However, this result was possibly due to the fact that respondents to the 1977 survey were instructed to keep in mind that a month consists of about 21 work days and that the frequency of seeing and talking to unit leaders should be estimated using that figure as an upper limit. This comment, which was not included in the instructions to the 1975 and 1976 surveys, was included as part of the 1977 instructions because discussions with respondents to the 1976 survey indicated that some soldiers made their estimates based upon a 30 day month, whereas others made their estimates based on

TABLE 6

ITEMS AND SUMMARY STATISTICS PERTAINING TO
 SATISFACTION WITH CHAIN OF COMMAND
 (N is given in parentheses)

	<u>1975</u> <u>Mean</u>	<u>1976</u> <u>Mean</u>	<u>1977</u> <u>Mean</u>
85a - 90a. On the average, on how many days a month do you <u>see</u> each of those in your chain of command?			
Section/Platoon Sergeant	22.2 (187)	23.8 (193)	* 19.5** (648)
	*	*	*
Section/Platoon Leader	19.8 (185)	20.2 (187)	* 16.6** (648)
			*
First Sergeant	19.9 (188)	21.3 (190)	* 17.5** (648)
	*	*	*
Company/Troop/Battery Commander	16.4 (179)	15.7 (186)	* 13.4** (649)
	*	*	*
Battalion/Squadron Command Sergeant Major	6.8 (171)	8.6 (180)	* 6.1 (648)
	*	*	*
Battalion/Squadron Commander	6.3 (168)	6.6 (177)	5.4 (647)

* Statistically significant difference between adjacent means (p<.05).

** Statistically significant difference between 1975 and 1977 means (p<.05).

(Table 6 con't.)

	<u>1975</u> <u>Mean N</u>	<u>1976</u> <u>Mean N</u>	<u>1977</u> <u>Mean N</u>
85b - 90b. On the average, on how many days a month do you <u>talk with</u> each of those in your chain of command?			
Section/Platoon Sergeant	19.1 (183)	19.7 (189)	* 16.6** (649)
Section/Platoon Leader	15.4 (182)	15.0 (182)	* 13.0** (649)
First Sergeant	11.1 (186)	10.5 (186)	* 8.8** (649)
Company/Troop/Battery Commander	6.0 (175)	6.1 (181)	4.9 (647)
Battalion/Squadron Command Sergeant Major	2.2 (166)	3.1 (177)	* 1.7 (647)
Battalion/Squadron Commander	1.8 (163)	1.9 (177)	* 1.1 (648)

* Statistically significant difference between adjacent means ($p < .05$).

** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 6 con't.)

<u>Scale</u>		1975	1976	1977
	7. What is your company/troop battery commander's policy about his people coming to talk with him about personal problems or other matters?			
+2	a. He strongly encourages.		†	†
+1	b. He encourages us.	Mean = .93	.92	.86
0	c. He neither encourages nor discourages us.	S.D. = .98	.90	.94
-1	d. He discourages us.	N = 188	179	585
-2	e. He strongly discourages us.			
	11. Based on your experience in trying to talk with your commander, how satisfied/dissatisfied are you with his "open-door" performance?			
+2	a. Very satisfied.		†	†
+1	b. Satisfied.	Mean = .11	.30	.44**
0	c. Borderline.	S.D. = 1.33	1.16	1.25
-1	d. Dissatisfied.	N = 149	142	435
-2	e. Very dissatisfied.			
	15. Most officers in my unit are:			
+2	a. Very understanding of their men's needs.			
+1	b. Understanding of their men's needs.	Mean = .17	.34	.24
0	c. Borderline.	S.D. = 1.14	1.15	1.11
-1	d. Nonunderstanding of their men's needs.	N = 214	206	648
-2	e. Very nonunderstanding of their men's needs.			

† Mean is significantly different from 0 (p<.05)

** Statistically significant difference between 1975 and 1977 means (p<.05)

(Table 6 con'd.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
	16. Most NCOs in my unit are:			
+2	a. Very understanding of their men's needs.			
+1	b. Understanding of their men's needs.	Mean = .31	.40	.42
0	c. Borderline.	S.D. = 1.12	1.09	1.02
-1	d. Nonunderstanding of their men's needs.	N = 214	205	654
-2	e. Very nonunderstanding of their men's needs.			
	19. In regard to keeping me informed about training events and policies, officers in my unit:			
+2	a. Do a very good job.		†	†
+1	b. Do a good job.	Mean = .06	* .41	* .10
0	c. Do a borderline job.	S.D. = 1.20	1.18	1.19
-1	d. Do a poor job.	N = 212	205	654
-2	e. Do a very poor job.			
	20. In regard to keeping me informed about training events and policies, NCOs in my unit:			
+2	a. Do a very good job.			†
+1	b. Do a good job.	Mean =		.35
0	c. Do a borderline job.	S.D. =		1.15
-1	d. Do a poor job.	N =		651
-2	e. Do a very poor job.			
	13. With regard to leadership, the officers in my unit do a:			
+2	a. Very good job.			†
+1	b. Good job.	Mean =		.37
0	c. Borderline job.	S.D. =		1.07
-1	d. Poor job.	N =		653
-2	e. Very poor job.			

† Mean is significantly different from 0 (p<.05).

* Statistically significant difference between adjacent means (p<.05).

(Table 6 con't.)

<u>Scale</u>			<u>1977</u>
	14. With regard to leadership the NCOs in my unit do a:		
+2	a. Very good job.		†
+1	b. Good job.	Mean =	.31
0	c. Borderline job.	S.D. =	1.09
-1	d. Poor job.	N =	651
-2	e. Very poor job.		
	17. Most of the officers in my unit are:		
+2	a. Extremely competent at doing their jobs.		
+1	b. Fairly competent at doing their jobs.	Mean =	† .70
0	c. Borderline in competency at doing their jobs.	S.D. =	.97
-1	d. Somewhat incompetent at doing their jobs.	N =	646
-2	e. Extremely incompetent at doing their job.		
	18. Most of the NCOs in my unit are:		
+2	a. Extremely competent at doing their jobs.		
-1	b. Fairly competent at doing their jobs.	Mean =	† .69
0	c. Borderline in competency at doing their jobs.	S.D. =	.97
-1	d. Somewhat incompetent at doing their jobs.	N =	654
-2	e. Extremely incompetent at doing their jobs.		
	21. My performance evaluations and efficiency reports have provided me with:		
+2	a. A great deal of useful feedback.	Mean =	.13
+1	b. Much useful feedback.	S.D. =	1.35
0	c. Some useful feedback.	N =	361
-1	d. A little useful feedback.		
-2	e. Hardly any useful feedback.		

† Mean is significantly different from 0 ($p < .05$).

a 20 or 21 day month. Thus, since respondents were acting under a different set of instructions in 1977 compared to 1975 and 1976, one cannot draw any valid conclusions about changes over time in estimates of the frequency of soldier interaction with unit leaders.

Responses to the other questions concerning job satisfaction were somewhat positive. For example, soldiers indicated in 1975, 1976, and 1977 that their company commander generally encouraged them to talk with him about personal problems or other matters (#7, $H_0: \mu=0$; all $\bar{X}'s > .86$, $t's > 13.08$, $df's > 178$, $p's < .001$). Although they gave an average response of "borderline" to the question concerning satisfaction/dissatisfaction with their commander's open door policy (#11) in 1975, this response had become somewhat positive by 1976 ($H_0: \mu=0$; $\bar{X}=.30$, $t=7.42$, $df=434$, $p < .001$). In addition, respondents gave slightly positive ratings of officers' understanding of their needs (#15) during each year ($H_0: \mu=0$; all $\bar{X}'s > .17$, $t's > 2.16$, $df's > 205$, $p < .03$), as well as slightly positive ratings of NCO's understanding of their needs (#16) during each year ($H_0: \mu=0$; all $\bar{X}'s > .31$, all $t's > 4.08$; $df's > 204$, $p < .001$). No changes between years were recorded for either of the latter two questions. However, there were changes over time for the question concerning how well officers kept their troops informed of training events and policies (#19). In 1975, the average response to this question was "borderline." In 1976, though, the average response significantly increased to being somewhat positive ($H_0: \mu=0$; $\bar{X}=.41$, $t=4.96$, $df=204$, $p < .001$), and then significantly decreased in 1977, although it was still slightly positive at that time ($H_0: \mu=0$; $\bar{X}=.10$, $t=2.13$, $df=653$, $p < .034$).

The remaining questions in Table 6 were asked only in 1977. In general, the results were in a positive direction. For example, the average rating of how well NCOs kept troops informed about training events and policies (#20) was mildly positive ($H_0: \mu=0$; $\bar{X}=.35$, $t=7.8$, $df=650$, $p < .001$), as were ratings of officer leadership (#13; $H_0: \mu=0$; $\bar{X}=.37$, $t=8.86$, $df=652$, $p < .001$) and NCO leadership (#14; $H_0: \mu=0$; $\bar{X}=.31$, $t=7.15$, $df=650$, $p < .001$). More positive ratings were given to the competency of officers in doing their jobs (#17; $H_0: \mu=0$; $\bar{X}=.70$, $t=18.37$, $df=645$, $p < .001$) and to the competency of NCOs in doing their jobs (#18; $H_0: \mu=0$; $\bar{X}=.69$, $t=18.19$, $df=653$, $p < .001$). Performance evaluations (#21), on the other hand, were generally rated only as providing "some useful feedback."

To summarize, the rating of how well officers kept their troops informed of training events and policies decreased in 1977 compared to 1976. On the other hand, more satisfaction was expressed with commanders "open door" performance in 1977 than in 1975. The remaining questions on commander satisfaction received similar ratings on each year that the survey was administered, with the ratings generally being mildly positive.

Satisfaction with Facilities and Services

Soldiers' responses concerning satisfaction with facilities and services are summarized in Table 7. Perusal of that table reveals that across time, there was a positive trend with respect to mess hall food, in that soldiers became less dissatisfied with both the quality of food ($F=13.04$, $df=2,1003$, $p<.001$) and the quantity of food ($F=10.11$, $df=2,1003$, $p<.001$). The quality of mess hall food (#30a) was given average negative ratings in both 1975 ($H_0:\mu=0$; $\bar{x}=-.50$, $t=5.72$, $df=199$, $p<.001$) and 1976 ($H_0:\mu=0$; $\bar{x}=-.22$, $t=2.5$, $df=197$, $p<.01$) but by 1977 the average ratings had risen to "borderline." The quantity of mess hall food (#30b) was given a negative rating in 1975 ($H_0:\mu=0$; $\bar{x}=-.32$, $t=3.65$, $df=202$, $p<.001$), a "borderline" rating in 1976, and a slightly positive rating in 1977 ($H_0:\mu=0$; $\bar{x}=.10$, $t=2.25$, $df=606$, $p<.02$). Other areas, however, showed negative trends. For example, there was increasing dissatisfaction with government-provided permanent housing ($F=10.36$, $df=2,474$, $p<.001$), sports activities ($F=23.35$, $df=1,78$, $p<.001$), other off-duty activities ($F=10.28$, $df=2,961$, $p<.001$), and the performance of the military police ($F=8.12$, $df=1,746$, $p<.005$). In 1976, government-provided permanent housing (#30d) was given a somewhat positive rating ($H_0:\mu=0$; $\bar{x}=.37$, $t=2.84$, $df=93$, $p<.006$) but, in 1977, it was given a negative rating ($H_0:\mu=0$; $\bar{x}=.21$, $t=3.08$, $df=298$, $p<.002$). Sports activities (#30e) received a moderately positive rating in 1976 ($H_0:\mu=0$; $\bar{x}=.67$, $t=8.71$, $df=198$, $p<.001$), which showed a significant drop in 1977 but was still somewhat positive ($H_0:\mu=0$; $\bar{x}=.20$, $t=4.06$, $df=582$, $p<.001$). On the other hand, off-duty activities (#30f) received slightly positive ratings in 1975 ($H_0:\mu=0$; $\bar{x}=.23$, $t=2.90$, $df=207$, $p<.004$) and 1976 ($H_0:\mu=0$; $\bar{x}=.34$, $t=4.05$, $df=199$, $p<.001$), but received a rating not significantly different from "borderline" in 1977. Similarly, satisfaction with military police (30g) fell from a somewhat positive rating in 1976 ($H_0:\mu=0$; $\bar{x}=.32$, $t=3.89$, $df=187$, $p<.001$) to a "borderline" rating in 1977.

Responses to other questions showed no change over time. For example, satisfaction with the barracks (#30c) received average "borderline" ratings in 1976 and 1977, and satisfaction with the on-post transportation system for off-duty soldiers (#30g) received negative ratings in 1975 ($H_0:\mu=0$; $\bar{x}=-.24$, $t=2.67$, $df=164$, $p<.008$), 1976 ($H_0:\mu=0$; $\bar{x}=-.23$, $t=2.38$, $df=153$, $p<.02$) and in 1977 ($H_0:\mu=0$; $\bar{x}=-.43$, $t=7.89$, $df=511$, $p<.001$). Satisfaction with medical services also remained relatively constant across time. The hospital emergency room service (#30h) received slightly negative ratings in 1975 ($H_0:\mu=0$; $\bar{x}=-.27$, $t=1.94$, $df=88$, $p<.056$), 1976 ($H_0:\mu=0$; $\bar{x}=-.24$, $t=1.90$, $df=135$, $p<.059$) and in 1977 ($H_0:\mu=0$; $\bar{x}=-.29$, $t=4.72$, $df=462$, $p<.001$). Medical services for soldiers (#30i) received "borderline" ratings in 1975 and 1976, although the average rating in 1977 was slightly negative ($H_0:\mu=0$; $\bar{x}=-.18$, $t=3.66$, $df=562$, $p<.001$). Medical services for dependents (#30j) was rated negatively in 1975 ($H_0:\mu=0$; $\bar{x}=-.41$, $t=2.57$, $df=68$, $p<.01$) and 1977 ($H_0:\mu=0$; $\bar{x}=-.15$, $t=2.21$,

TABLE 7

ITEMS AND SUMMARY STATISTICS PERTAINING TO SATISFACTION
WITH FACILITIES AND SERVICES

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
30a. How satisfied or dissatisfied are you with the <u>quality</u> of mess hall food?				
+2	a. Very satisfied.		†	†
+1	b. Satisfied.	Mean = -.50	* -.22	* -.02**
0	c. Borderline.	S.D. = 1.24	1.25	1.11
-1	d. Dissatisfied.	N = 200	198	608
-2	e. Very dissatisfied.			
30b. How satisfied or dissatisfied are you with the <u>quantity</u> of mess hall food?				
+2	a. Very satisfied.		†	†
+1	b. Satisfied.	Mean = -.32	* -.02	.10**
0	c. Borderline.	S.D. = 1.25	1.21	1.10
-1	d. Unsatisfied.	N = 203	196	607
-2	e. Very unsatisfied.			
30c. How satisfied or dissatisfied are you with the barracks?				
+2	a. Very satisfied.			
+1	b. Satisfied.	Mean = .06		-.01
0	c. Borderline.	S.D. = 1.41		1.25
-1	d. Dissatisfied.	N = 182		592
-2	e. Very dissatisfied.			
30d. How satisfied or dissatisfied are you with government-provided permanent housing for families?				
+2	a. Very satisfied.		†	†
+1	b. Satisfied.	Mean = .25	.37	* -.21**
0	c. Borderline.	S.D. = 1.38	1.27	1.16
-1	d. Dissatisfied.	N = 84	94	299
-2	e. Very dissatisfied.			

† Mean is significantly different from 0 ($p < .05$).* Statistically significant difference between adjacent means ($p < .05$).** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 7 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
30e. How satisfied or dissatisfied are you with sports activities?				
+2 a. Very satisfied.			†	†
+1 b. Satisfied.	Mean =	.67	* .20	
0 c. Borderline.	S.D. =	1.08	1.20	
-1 d. Dissatisfied.	N	199	583	
-2 e. Very dissatisfied.				
30f. How satisfied or dissatisfied are you with off-duty activities (besides sports activities)?				
+2 a. Very satisfied.		†	†	
+1 b. Satisfied.	Mean =	.23	.34	* -.06**
0 c. Borderline.	S.D. =	1.15	1.17	1.20
-1 d. Dissatisfied.	N =	208	200	556
-2 e. Very dissatisfied.				
30g. How satisfied or dissatisfied are you with the transportation system for off-duty soldiers?				
+2 a. Very satisfied.		†	†	†
+1 b. Satisfied.	Mean =	-.24	-.23	-.43
0 c. Borderline.	S.D. =	1.16	1.22	1.23
-1 d. Dissatisfied.	N =	165	154	512
-2 e. Very dissatisfied.				
30h. How satisfied or dissatisfied are you with the hospital emergency room service?				
+2 a. Very satisfied.		†	†	†
+1 b. Satisfied.	Mean =	-.27	-.24	-.29
0 c. Borderline.	S.D. =	1.31	1.44	1.34
-1 d. Dissatisfied.	N =	89	136	463
-2 e. Very dissatisfied.				

† Mean is significantly different from 0 ($p < .05$).

* Statistically significant difference between adjacent means ($p < .05$).

** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 7 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
30i. How satisfied or dissatisfied are you with medical services for soldiers?				
+2 a. Very satisfied.				†
+1 b. Satisfied.	Mean = -.01	-.08	-.18	
0 c. Borderline.	S.D. = 1.21	1.32	1.18	
-1 d. Dissatisfied.	N = 138	178	563	
-2 e. Very dissatisfied.				
30j. How satisfied or dissatisfied are you with medical services for dependents?				
+2 a. Very satisfied.		†		†
+1 b. Satisfied.	Mean = -.41	-.12	-.15	
0 c. Borderline.	S.D. = 1.31	1.44	1.28	
-1 d. Dissatisfied.	N = 69	91	347	
-2 e. Very dissatisfied.				
30k. How satisfied or dissatisfied are you with dental services for soldiers?				
+2 a. Very satisfied.		†	†	†
+1 b. Satisfied.	Mean = .45	.34	.35	
0 c. Borderline.	S.D. = 1.18	1.23	1.18	
-1 d. Dissatisfied.	N = 107	151	485	
-2 e. Very dissatisfied.				
30l. How satisfied or dissatisfied are you with dental services for dependents?				
+2 a. Very satisfied.				
+1 b. Satisfied.	Mean = -.24	.15	.14	
0 c. Borderline.	S.D. = 1.35	1.33	1.20	
-1 d. Dissatisfied.	N = 45	65	279	
-2 e. Very dissatisfied.				

† Mean is significantly different from 0 (p<.05).

(Table 7 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
30m. How satisfied or dissatisfied are you with the education program for earning a high school diploma?				
+2	a. Very satisfied.			†
+1	b. Satisfied.	Mean =		.53
0	c. Borderline.	S.D. =		1.25
-1	d. Dissatisfied.	N =		372
-2	e. Very dissatisfied.			
30n. How satisfied or dissatisfied are you with the education program for earning a college degree?				
+2	a. Very satisfied.			†
+1	b. Satisfied.	Mean =		-.06
0	c. Borderline.	S.D. =		1.36
-1	d. Dissatisfied.	N =		439
-2	e. Very dissatisfied.			
30o. How satisfied or dissatisfied are you with legal services?				
+2	a. Very satisfied.			†
+1	b. Satisfied.	Mean =		.25
0	c. Borderline.	S.D. =		1.16
-1	d. Dissatisfied.	N =		427
-2	e. Very dissatisfied.			
30q. How satisfied or dissatisfied are you with the performance of military police?				
+2	a. Very satisfied.			†
+1	b. Satisfied.	Mean =	.32	* .04
0	c. Borderline.	S.D. =	1.14	1.17
-1	d. Dissatisfied.	N =	188	560
-2	e. Very dissatisfied.			

† Mean is significantly different from 0 ($p < .05$).* Statistically significant difference between adjacent means ($p < .05$).

$df=346$, $p<.03$) and "borderline" in 1976. Dental services for soldiers (#30k) were rated positively in 1975 ($H_0: \mu=0$; $\bar{x}=.45$, $t=3.92$, $df=106$, $p>.001$), 1976 ($H_0: \mu=0$, $\bar{x}=-.34$, $t=3.38$, $df=150$, $p<.001$), and 1977 ($H_0: \mu=0$; $\bar{x}=-.35$, $t=6.55$, $df=484$, $p<.001$), while dental services for dependents (#30l) were given average ratings not significantly different from "borderline" during each of those years.

The remaining three questions shown in Table 7 were included only in the 1977 questionnaire administration. Average results to those questions showed moderate satisfaction with the education program for earning a high school diploma (#30m; $H_0: \mu=0$; $\bar{x}=.53$, $t=8.15$, $df=371$, $p<.001$), and with legal services (#30o; $H_0: \mu=0$; $\bar{x}=.25$, $t=4.48$, $df=426$, $p<.001$), but the average response toward satisfaction with the education program toward earning a college degree (#30n) was not significantly different from "borderline."

In summary, it appears that while satisfaction with mess hall food improved over time, satisfaction with other facilities and services either remained the same or declined, with the most consistent dissatisfaction appearing to be with the transportation system for off-duty soldiers. Dissatisfaction with medical services, however, is also noteworthy since, with the exception of dental services for soldiers, medical and dental services consistently received average ratings of "borderline" or lower.

Satisfaction with Unit

Responses to questions concerning soldiers' satisfaction with their units are summarized in Table 8. It can be seen that ratings generally improved over time for those questions which appeared in all three years of the survey. For instance, ratings of the standards of military courtesy in the unit (#39) rose significantly ($F=6.42$, $df=2,1065$, $p<.002$) from a slightly positive rating in 1975 ($H_0: \mu=0$, $\bar{x}=.19$, $t=2.57$, $df=213$, $p<.01$) to a moderately positive rating in 1977 ($H_0: \mu=0$; $\bar{x}=.46$, $t=11.39$, $df=648$, $p<.001$). Similarly, ratings of standards of discipline in the unit (#41) changed significantly ($F=2.96$, $df=2,1057$, $p<.052$) from a moderately positive rating in 1975 ($H_0: \mu=0$; $\bar{x}=.34$, $t=4.29$, $df=213$, $p<.001$) to an even more positive rating in 1977 ($H_0: \mu=0$; $\bar{x}=.55$, $t=13.05$, $df=643$, $p<.001$). In both cases, the trend of the ratings was in the direction of what soldiers in 1977 thought the standards of military courtesy (#40) and military discipline (#42) should be.

A slightly different picture emerged from the question concerning harassment of soldiers (#43). Here, again, there is a significant change across time ($F=3.59$, $df=2,1055$, $p<.03$), but it involves a change from an average negative response ($\bar{x}=-.44$) in 1975 to a less negative response ($\bar{x}=-.16$) in 1976 back to a more negative response ($\bar{x}=-.36$) in 1977. Thus, the improvement that appeared in 1976 was lost in 1977.

TABLE 8
ITEMS AND SUMMARY STATISTICS PERTAINING
TO SATISFACTION WITH UNIT

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
39.	In my unit the standards of military courtesy are:			
+2	a. Very high.	†	†	†
+1	b. High.	Mean = .19	.28	* .46**
0	c. Borderline.	S.D. = 1.09	1.09	1.04
-1	d. Low.	N = 214	205	649
-2	e. Very low.			
40.	I feel that the standards of military courtesy in my unit should be:			
+2	a. Very high.			†
+1	b. High.	Mean =		.95
0	c. Borderline.	S.D. =		.91
-1	d. Low.	N =		646
-2	e. Very low.			
41.	In my unit the standards of discipline are:			
+2	a. Very high.	†	†	†
+1	b. High.	Mean = .34	.50	.55**
0	c. Borderline.	S.D. = 1.16	1.13	1.08
-1	d. Low.	N = 214	202	644
-2	e. Very low.			
42.	I feel that the standards of discipline in my unit should be:			
+2	a. Very high.			†
+1	b. High.	Mean =		.83
0	c. Borderline.	S.D. =		.92
-1	d. Low.	N =		643
-2	e. Very low.			

† Mean is significantly different from 0 ($p < .05$).

** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 8 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
	43. In my unit there is:			
+2	a. No harrassment of soldiers.		†	†
+1	b. Very little harrassment.	Mean = -.44	* -.16	* -.36
0	c. Some harrassment of soldiers.	S.D. = 1.19	1.02	1.09
		N = 210	202	646
-1	d. Much harrassment of soldiers.			
-2	e. Almost continual harrassment of soldiers.			
	44. During my assignment at Fort Hood my morale has usually been:			
+2	a. Very high.			†
+1	b. High.	Mean =		-.16
0	c. Borderline.	S.D. =		1.15
-1	d. Low.	N =		647
-2	e. Very low.			
	45. The morale of the soldiers in my unit usually is:			
+2	a. Very high.			†
+1	b. High.	Mean =		-.36
0	c. Borderline.	S.D. =		1.00
-1	d. Low.	N =		639
-2	e. Very low.			
	30r. How satisfied or dissatisfied are you with leave policies?			
+2	a. Very satisfied.			†
+1	b. Satisfied.	Mean =	.45	* .26
0	c. Borderline.	S.D. =	1.15	1.23
-1	d. Dissatisfied.	N =	194	630
-2	e. Very dissatisfied.			

† Mean is significantly different from 0 ($p < .05$).* Statistically significant difference between adjacent means ($p < .05$).

Satisfaction with unit leave policies (#30r) also declined significantly in 1977 ($F=3.97$, $df=1,822$, $p<.05$) from a moderately positive response in 1976 ($H_0: \mu=0$; $\bar{x}=.45$, $t=5.48$, $df=193$, $p<.001$) to a slightly positive response in 1977 ($H_0: \mu=0$; $\bar{x}=.26$, $t=5.22$, $df=629$, $p<.001$).

Two other questions relevant to satisfaction with the unit concerned individual and unit morale. These questions were asked only in 1977, and ratings to both of them were in the negative direction. The average response to the question concerning the level of a soldier's own morale (#44) was slightly negative ($H_0: \mu=0$; $\bar{x}=-.16$, $t=3.66$, $df=646$, $p<.001$) and the average response to the question concerning a soldier's estimate of his unit's morale was moderately negative ($H_0: \mu=0$; $\bar{x}=-.36$, $t=9.02$, $df=638$, $p<.001$).

Thus, changes over time concerning soldier satisfaction with his unit produced mixed results. Trends in standards of military courtesy and discipline were positive, whereas trends in the degree of harassment reportedly experienced by soldiers and trends in satisfaction with unit level policies were negative.

Satisfaction with Fort Hood

The results to questions about satisfaction with life at Fort Hood per se are shown in Table 9. These questions focused primarily on two areas: theft and treatment of minority groups.

With respect to the theft questions (#46 and #47), it can be seen that the frequency with which individuals reported being a victim of theft increased in 1977 compared to the previous two years ($\chi^2=8.02$, $df=2$, $p<.02$). In 1975 and 1976, about half of the respondents reported being the victim of theft while stationed at Fort Hood, but in 1977 this proportion reached 58%. Additionally, the number of times that individuals were victims of theft significantly increased in 1977 compared to the preceding years. Further analysis reveals that, in 1976 and 1977, a greater proportion of victims of theft lived in the barracks than in other types of housing. Chi-square tests showed that in 1976 the proportion of individuals who lived in barracks and reported theft (54.8%) was greater than the proportion of soldiers who lived in other types of housing and reported theft (36.4%). Analogous figures of 60.5% and 51.0%, respectively, were found for 1977. Both of these differences were significant at the 0.01 level of probability.

With respect to treatment of minority groups, respondents indicated that treatment of minority ethnic groups at Fort Hood compared to civilian life (#48) was slightly better in 1976 ($H_0: \mu=0$; $\bar{x}=.28$, $t=3.11$, $df=173$, $p<.002$) and in 1977 ($H_0: \mu=0$; $\bar{x}=.15$, $t=2.96$, $df=543$, $p<.003$). There was no significant change in average response over time. When asked about the contribution to racial harmony of the racial

TABLE 9
ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH FORT HOOD

	1975		1976		1977	
	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>	<u>N</u>	<u>%</u>
46. Have you ever had any of your personal property or money stolen from you at Fort Hood?						
a. Yes.	106	49.5	99	49.0	375	58.1
b. No.	108	50.5	103	51.0	270	41.9
47. If yes, how many times?						
a. One time.	31	33.7	56	57.7	152	37.6
b. Two times.	37	40.2	18	18.6	124	30.7
c. Three times.	18	19.6	11	11.3	65	16.1
d. Four times.	2	2.2	4	4.1	23	5.7
e. Five times.	3	3.3	2	2.1	4	1.0
f. More than five times.	1	1.1	6	6.2	36	8.9
	Mean =	2.0		1.9	*	2.3
<u>Scale</u>				<u>1975</u>	<u>1976</u>	<u>1977</u>
48. Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:						
+2 a. Much better.					†	†
+1 b. Better.		Mean =	.05	.28	.15	
0 c. No different.		S.D. =	1.14	1.20	1.17	
-1 d. Worse.		N =	194	175	544	
-2 e. Much worse.						
49. In my unit, racial problems are handled by my leaders:						
+2 a. In a very fair manner.					†	
+1 b. In a fair manner.		Mean =			.36	
0 c. With borderline fairness.		S.D. =			1.15	
-1 d. In an unfair manner.		N =			618	
-2 e. In a very unfair manner.						

† Mean is significantly different from 0 ($p < .05$).

* Statistically significant difference between adjacent means ($p < .05$).

(Table 9 con't.)

<u>Scale</u>		1975	1976	1977
50. Is your unit still conducting the monthly two-hour racial awareness program seminars (RAPS)?				
a. Yes.	N=	220		
	%=	34.6		
b. No.	N=	269		
	%=	42.3		
c. Don't know.	N=	147		
	%=	23.1		

Scale

50a. If so, do you feel that the RAPS:

+2	a. Contribute greatly to racial harmony.			
+1	b. Contribute to racial harmony.	†		
0	c. Have no effect on racial harmony.	Mean = - .16	- .06	.09**
		S.D. = 1.12	.85	.98
-1	d. Contribute to racial disharmony.	N = 176	153	402
-2	e. Contribute greatly to racial disharmony.			

51. Does your company now participate in a quarterly "People with People Day" or an "Up with People Day" to foster better race relations?

a. Yes.	N=	117
	%=	18.3
b. No.	N=	320
	%=	50.1
c. Don't know.	N=	202
	%=	31.6

† Mean is significantly different from 0 ($p < .05$).

** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 9 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
	51a. If so, do you feel that the "People with People Day":			
+2	a. Contributes greatly to racial harmony.			
+1	b. Contributes to racial harmony.			†
0	c. Has no effect on racial harmony.	Mean =	.29	1.02
		S.D. =		
-1	d. Contributes to racial disharmony.	N =		212
-2	e. Contributes greatly to racial disharmony.			
	52. The manner in which female military personnel are assigned to jobs at Fort Hood is:			
+2	a. Very satisfactory.		†	
+1	b. Satisfactory.	Mean =	.29	* .05**
0	c. Borderline in satisfactoriness.	S.D. =	1.14	1.08
		N =	178	155
-1	d. Unsatisfactory.			419
-2	e. Very unsatisfactory.			
	53. I feel that female soldiers are shown the proper amount of consideration by male soldiers at Fort Hood:			
+2	a. Almost all the time.			†
+1	b. Most of the time.	Mean =		.33
0	c. About half of the time.	S.D. =		1.15
-1	d. Not very much of the time.	N =		638
-2	e. Almost never.			

† Mean is significantly different from 0 ($p < .05$).

* Statistically significant difference between adjacent means ($p < .05$).

** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 9 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
54.	Since being at Fort Hood my opinion of the Army:			
+2	a. Has become much more favorable.		†	†
+1	b. Has become more favorable.	Mean = -.88	-.70	-.77
0	c. Has not changed.	S.D. = 1.04	1.09	1.12
-1	d. Has become less favorable.	N = 213	203	645
-2	e. Has become much less favorable.			

† Mean is significantly different from 0 (p<.05).

awareness program seminars (RAPS) (#50a), which were phased out in 1975 and 1976 and replaced with the "People with People Day" program, soldiers' responses in 1975 were slightly negative ($H_0: \mu=0$; $\bar{x}=-.16$, $t=1.89$, $df=175$, $p<.06$) but in 1976 and 1977 were not significantly different from 0. Thus, over time ratings of the RAPS gradually improved ($F=4.26$, $df=2,728$, $p<.01$) to the point where they were considered to have no effect on racial harmony one way or the other. In comparison, the ratings in 1977 of the newly instituted "People with People Day" program (#51a) were significantly positive ($H_0: \mu=0$; $\bar{x}=.29$, $t=4.15$, $df=211$, $p<.001$), indicating a slight contribution to racial harmony in the opinion of the respondents overall. It should be noted, however, that in 1977 only 18.3% of the respondents reported having participated in such programs (#51).

One question which was asked only in 1977 concerned how well racial problems were handled by unit leaders (#49). Average responses to this question were rather positive ($H_0: \mu=0$; $\bar{x}=.36$, $t=7.75$, $df=617$, $p<.001$) indicating that soldiers generally felt that unit leaders handled racial problems in a somewhat fair manner.

With respect to satisfaction with the manner in which female military personnel are assigned jobs at Fort Hood (#52), there was a significant change in the negative direction between 1975 and 1977 ($F=6.64$, $df=2,749$, $p<.001$). Average ratings were significantly positive in 1975 ($H_0: \mu=0$; $\bar{x}=.29$, $t=3.37$, $df=177$, $p<.001$) and in 1976 ($H_0: \mu=0$; $\bar{x}=.43$, $t=4.93$, $df=154$, $p<.001$), but were not significantly different from "borderline" in 1977. In 1977, soldiers were also asked how often female soldiers were shown proper consideration by male soldiers at Fort Hood (#53). Average responses to this question were significantly positive ($H_0: \mu=0$; $\bar{x}=.33$, $t=7.21$, $df=637$, $p<.001$).

Finally, when soldiers were asked how their opinion of the Army has changed since being at Fort Hood (#54), they gave average ratings in the direction of "less favorable" in 1975 ($H_0: \mu=0$; $\bar{x}=.88$, $t=12.33$, $df=212$, $p<.001$), in 1976 ($H_0: \mu=0$; $\bar{x}=.70$, $t=9.17$, $df=202$, $p<.001$), and in 1977 ($H_0: \mu=0$; $\bar{x}=.77$, $t=17.35$, $df=644$, $p<.001$). There was no change in these ratings over time.

In summary, one can say that while the theft rate and the utilization of female military personnel showed a general negative trend between 1975 and 1977, the handling of racial problems improved somewhat. The average response to the question concerning changes in opinion of the Army since arriving at Fort Hood was essentially the same during all years of the survey, namely, in the direction of less favorable.

Satisfaction with the Army

Those questions which were concerned with soldier satisfaction with the Army in general are shown in Table 10. Only four of the

TABLE 10
ITEMS AND SUMMARY STATISTICS PERTAINING TO
SATISFACTION WITH THE ARMY

<u>Scale</u>		<u>1977</u>
55. Being a soldier in the U.S. Army makes me:		
+2 a. Very proud.		†
+1 b. Proud.	Mean =	.44
0 c. Neither proud nor ashamed.	S.D. =	.95
-1 d. Ashamed.	N =	
-2 e. Very ashamed.		651
56. I think the picture of the Army presented by the popular news media is:		
+2 a. Almost always a fair one.		
+1 b. Usually a fair one.	Mean =	.08
0 c. About as often fair as unfair.	S.D. =	1.05
-1 d. Usually an unfair one.	N =	
-2 e. Almost always an unfair one.		638
57. Compared to jobs in which I could work in civilian life, the Army is:		
+2 a. Much better.		†
+1 b. Better.	Mean =	-.49
0 c. About the same.	S.D. =	1.14
-1 d. Worse.	N =	
-2 e. Much worse.		642
58. The Army is:		
+2 a. Very important to the defense of our country.		
+1 b. Important to the defense of our country.	Mean =	1.53
0 c. Of borderline importance to the defense of our country.	S.D. =	.81
-1 d. Unimportant to the defense of our country.	N =	
-2 e. Very unimportant to the defense of our country.		650

† Mean is significantly different from 0 (p<.05)

(Table 10 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
	59. The Army is:			
+2	a. Very concerned with me as an individual soldier.			
+1	b. Concerned with me as an individual soldier.	Mean =		†
0	c. Borderline in it's concern with me as an individual soldier.	S.D. =		1.19
		N =		648
-1	d. Unconcerned with me as an individual soldier.			
-2	e. Very unconcerned with me as an individual soldier.			
	60. Army hair length policies are:			
+2	a. Much too restrictive.			†
+1	b. Too restrictive.	Mean =		.89
0	c. Just about right.	S.D. =		1.17
-1	d. Too liberal.	N =		650
-2	e. Much too liberal.			
	61. In general, I think the Army is run:			
+2	a. Very competently.			
+1	b. Competently.	Mean =		-.01
0	c. With borderline competence.	S.D. =		1.06
-1	d. Incompetently.	N =		648
-2	e. Very incompetently.			
	62. When I came on active duty, I was:			
+2	a. Strongly considering making the Army a career.			
+1	b. Considering making the Army a career.	Mean =	†	†
0	c. Borderline.	S.D. =	.82	.70
-1	d. Opposed to making the Army a career.	N =	1.24	1.10
-2	e. Strongly opposed to making the Army a career.	209	205	648

† Mean is significantly different from 0 (p<.05).

(Table 10 con't.)

<u>Scale</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
	63. I am now:			
+2	a. Strongly considering making the Army a career.			
+1	b. Considering making the Army a career.	Mean = -.74 S.D. = 1.29 N = 209	† - .82 1.13 202	† - .76 1.18 652
0	c. Borderline.			
-1	d. Opposed to making the Army a career.			
-2	e. Strongly opposed to making the Army a career.			
	64. Would you recommend to a civilian friend of yours that he enlist in the Army?			
+2	a. Yes. Strongly recommend that he enlist.			
+1	b. Yes. Recommend that he enlist.	Mean = -.56 S.D. = 1.26 N = 211	† - .53 1.21 200	† - .59 1.24 643
0	c. Borderline.			
-1	d. No. Recommend that he not enlist.			
-2	e. No. Strongly recommend that he not enlist.			
	30p. How satisfied or dissatisfied are you with the opportunity for promotion?			
+2	a. Very satisfied.		†	
+1	b. Satisfied.	Mean = -.25 S.D. = 1.21 N = 194	-.14 1.26 194	-.22 1.25 619
0	c. Borderline.			
-1	d. Dissatisfied.			
-2	e. Very dissatisfied.			

† Mean is significantly different from 0 (p<.05).

questions were presented to respondents in all three years in which the survey was administered. Average responses to each of those questions did not differ from year to year. In all three years, soldiers gave a somewhat positive response to the question as to whether or not they were considering making the Army a career when they first came on active duty (#62; $H_0:\mu=0$; all \bar{x} 's $\geq .63$, all t 's ≥ 7.35 , all df 's ≥ 204 , $p < .001$). However they consistently gave significantly negative responses to questions concerning whether or not they were currently considering making the Army a career (#63; $H_0:\mu=0$; all \bar{x} 's $\leq -.74$, all t 's ≥ 8.34 , all df 's ≥ 201 , $p < .001$) and whether or not they would recommend to a civilian friend that he enlist in the Army (#64; $H_0:\mu=0$; all \bar{x} 's $\leq -.53$, all t 's ≥ 6.19 , all df 's ≥ 199 , $p < .001$). Additionally, soldiers indicated dissatisfaction with the opportunity for promotion (#30p) in both 1975 ($H_0:\mu=0$; $\bar{x}=-.25$, $t=2.90$, $df=193$, $p < .004$) and 1977 ($H_0:\mu=0$; $\bar{x}=-.22$, $t=4.28$, $df=618$, $p < .001$).

The remaining questions in Table 10 were asked only in the 1977 survey and were added to obtain further clarification of why soldiers in previous years had generally expressed negative attitudes toward making a career of the Army. The results are rather revealing. It can be seen that respondents gave a very positive response to the question concerning how important the Army is to the defense of the country (#58; $H_0:\mu=0$; $\bar{x}=1.53$, $t=48.06$, $df=649$, $p < .001$). In fact, the average response to this question was the most positive of all responses to questions in the survey. In addition, soldiers gave a positive response ($H_0:\mu=0$; $\bar{x}=.44$, $t=11.88$, $df=650$, $p < .001$) to the question of how proud they were to be in the Army (#55). However, other questions revealed that soldiers do not necessarily think that they are treated as well as they might be. For example, respondents indicated that their jobs in the Army were somewhat worse than those jobs which they could obtain in civilian life (#57; $H_0:\mu=0$; $\bar{x}=-.49$, $t=10.93$, $df=641$, $p < .001$). Furthermore, they felt that the Army was somewhat unconcerned with them as individual soldiers (#59, $H_0:\mu=0$; $\bar{x}=-.14$, $t=3.00$, $df=647$, $p < .003$), that the Army hair length policies were too restrictive (#60; $H_0:\mu=0$; $\bar{x}=.89$, $t=4.58$, $df=649$, $p < .001$), and that the Army was run with borderline competence (#61). Finally, they indicated that the picture of the Army presented by the popular news media (#56) was about as often fair as unfair. In summary, although they felt that the Army is important to the defense of the country and they were proud to be a part of it, they felt that it had several serious shortcomings and they were not as interested in being a part of it careerwise as they were when they first entered military service.

Ethnic/Sex Comparisons

In the course of briefing commanders about the results of the quality of life survey, various commanders expressed an interest not

only in the overall results, but also in any differences that might have appeared between ethnic groups in terms of their attitudes toward the various topics touched on in the survey. Consequently, analyses of the questionnaire results were conducted for the purpose of comparing the responses of whites, blacks, and all other minority ethnic groups as a whole. Ideally, comparisons would have been made across all ethnic groups, but the sample size from minority groups other than blacks was too small to permit meaningful statistical comparisons, and so these groups were treated as a single group labelled "other".

The results are shown in Table 11. Only those questions showing statistically significant differences are shown (all results were tested at $\alpha=.05$, using Kramer's extension of Duncan's New Multiple Range test for unequal sample sizes.⁴ Perusal of this table reveals that no particular topic showed differences between ethnic groups across all three years of the QOL survey. However, there were some differences that appeared during two of the years during which the survey was administered. For example, in the area of training, blacks appeared more satisfied with the challenge of training (#1) than whites in both 1975 and 1977. On the other hand, they did not appear to be as satisfied with the chain of command. For instance, in 1977 blacks gave a significantly lower rating to their commander's "open door" policy (#11) than did whites. They also gave lower ratings to officers' understanding of their men's needs than did either whites or other minority groups, with the difference between blacks and whites also appearing in 1976. Also, in 1977, whites reported talking with their platoon sergeants (#85b) significantly more times per month than did blacks and other minority groups, and whites reported talking to their First Sergeants (#87b) more often than did other minority groups.

With respect to satisfaction with facilities and services, blacks expressed significantly more satisfaction with medical care for dependents (#30j) than did whites and other minority groups in both 1975 and 1977. They also expressed more satisfaction with dental services for soldiers (#30k) than did whites in 1975, and showed significantly more satisfaction with dental care for dependents (#30l) than did whites and other minority groups in both 1975 and 1976.

In contrast to the above results on facilities and services, it was found that in 1977 blacks reported significantly more harassment of soldiers (#43) than did other minority groups. Also, in 1975 as

⁴Kramer, C.Y. "Extension of Multiple Range Tests to Group Means with Unequal Numbers of Replications." Biometrics, 1956, 12, 307-310.

TABLE 11
SUMMARY STATISTICS FOR QUESTIONS SHOWING SIGNIFICANT
DIFFERENCES ACROSS ETHNIC GROUPS
(W = white, B = black, O = other minorities)

* Statistically significant difference between adjacent means ($p < 0.05$)

(Table 11 con't.)

<u>Scale</u>		1975	<u>M</u>	<u>B</u>	1976	<u>M</u>	<u>B</u>	1977	<u>M</u>	<u>B</u>
15. Most officers in my unit are:										
+2	a. Very understanding of their men's needs.									
+1	b. Understanding of their men's needs.	Mean =	.53	* .04						
	c. Borderline.	S.D. =	1.13	1.16						
0	d. Nonunderstanding of their men's needs.	N =	115	57						
-1	e. Very nonunderstanding of their men's needs.									
-2										
30j. How satisfied or dissatisfied are you with medical services for dependents?										
+2	a. Very satisfied.	Mean =	-.78	* .39	* -.90					
+1	b. Satisfied.	S.D. =	1.24	.99	1.45					
0	c. Borderline.	N =	36	23	10					
-1	d. Dissatisfied.									
-2	e. Very dissatisfied.									

* Statistically significant difference between adjacent means (p<.05).

(Table 11 con't.)

Scale	1975					1976					1977				
	<u>W</u>	<u>B</u>	<u>0</u>												
30k. How satisfied or dissatisfied are you with dental services for soldiers?															
a. Very satisfied.															
b. Satisfied.															
c. Borderline.															
d. Dissatisfied.															
e. Very dissatisfied.															
30l. How satisfied or dissatisfied are you with dental services for dependents?															
a. Very satisfied.															
b. Satisfied.															
c. Borderline.															
d. Dissatisfied.															
e. Very dissatisfied.															

* Statistically significant difference between adjacent means ($p < .05$).

(Table 11 con't.)

Scale		1975	1976	1977
	W	B	W	B
		0	0	0
43.	In my unit, there is:			
+2	a. No harassment of soldiers.			
+1	b. Very little harrassment of soldiers.	Mean =	-.37	-.51 *
0	c. Some harassment.	S.D. =	1.01	-.16
-1	d. Much harassment of soldiers.	N =	323	1.09
-2	e. Almost continual harassment of soldiers.		181	1.23
			135	
48.	Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:			
+2	a. Much better.	Mean =	-.25	-.28 **
+1	b. Better.	S.D. =	1.16	1.05
0	c. No different.	N =	97	1.02
-1	d. Worse.		64	32
-2	e. Much worse.			
			262	1.14
				161
				116

* Statistically significant difference between adjacent means ($p < .05$).** Statistically significant difference between 1975 and 1977 means ($p < .05$).

(Table 11 con't.)

Scale	1975			1976			1977		
	<u>W</u>	<u>B</u>	<u>0</u>	<u>W</u>	<u>B</u>	<u>0</u>	<u>W</u>	<u>B</u>	<u>0</u>
52. The manner in which female military personnel are assigned to jobs at Fort Hood is:									
a. Very satisfactory.									
b. Satisfactory.									
c. Borderline.									
d. Unsatisfactory.									
e. Very unsatisfactory.									
47									
63. I am now:									
a. Strongly considering making the Army a career.									
b. Considering making the Army a career.									
c. Borderline.									
d. Opposed to making the Army a career.									
e. Strongly opposed to making the Army a career.									

* Statistically significant difference between adjacent means ($p < .05$).** Statistically significant difference between 1975 and 1977 means ($p < .05$).

Mean =
S.D. =
N =

+2
+1
0
-1
-2

Mean =
S.D. =
N =

-13
1.24
195

Mean =
S.D. =
N =

.26
1.16
122

Mean =
S.D. =
N =

.16
1.27
95

Mean =
S.D. =
N =

Mean =
S.D. =
N =

-.91
1.20
327

Mean =
S.D. =
N =

-.68
1.13
181

Mean =
S.D. =
N =

-.51**
1.17
134

(Table 11 con't.)

<u>Scale</u>		1975	1976	1977
	<u>W</u>	<u>B</u>	<u>W</u>	<u>B</u>
64. Would you recommend to a civilian friend that he enlist in the Army?				
+2	a. Yes. Strongly recommend he enlist.			
+1	b. Yes. Recommend that he enlist.	Mean =	-.81 *	-.34
0	c. Borderline.	S.D. =	1.17	1.22
-1	d. No. Recommend that he not enlist.	N =	321	135
-2	e. No. Strongly recommend that he not enlist.			
83. The average number of hours that I spend on my job <u>per week</u> is:				
	Mean =	47.0	44.1	39.3**
	S.D. =	12.9	12.6	13.2
	N =	107	64	34
84. The average number of hours of meaningful work that I do on my job <u>per week</u> is:				
	Mean =	25.9 *	31.2	31.0**
	S.D. =	16.9	20.8	22.5
	N =	325	134	

* Statistically significant difference between adjacent means ($p < .05$).
 ** Statistically significant difference between 1975 and 1977 ($p < .05$).

(Table 11 con't.)

<u>Scale</u>		1975	1976		1977
	<u>M</u>	<u>M</u>	<u>M</u>	<u>M</u>	<u>M</u>
	<u>B</u>	<u>B</u>	<u>B</u>	<u>B</u>	<u>B</u>
85b. On the average, how many days a month do you talk with your platoon sergeant?					
	Mean =				
	S.D. =				
	N =				
87b. On the average, how many days a month do you talk with your First Sergeant?					
	Mean =				
	S.D. =				
	N =				

* Statistically significant difference between adjacent means ($p < .05$).
 ** Statistically significant difference between 1975 and 1977 means ($p < .05$).

well as in 1977, blacks and other minority groups reported less satisfaction with the treatment of minority ethnic groups at Fort Hood compared to civilian life (#48) than did whites. On the other hand, in 1977 blacks reported more satisfaction than whites with the manner in which females were assigned jobs at Fort Hood (#52).

In the area of job satisfaction, whites in 1975 reported spending significantly more hours on the job each week (#83) than did minority groups other than blacks, and in 1977 reported spending fewer hours per week in meaningful work (#84) than did blacks and other minority groups.

Finally, questions which gave a measure of overall satisfaction with the Army showed whites significantly less satisfied in 1977 than blacks and other minority groups. This result appeared with the question concerning intent to make the Army a career (#63) and with the question concerning whether or not one would recommend to a civilian friend that he enlist in the Army (#64).

In summary, it appears that while there were no consistent differences between various ethnic groups across all three years in which the QOL survey was administered, there were several differences that appeared during several years of the survey which gave some indication of ethnic differences in attitude. Blacks generally seemed to be more satisfied with medical and dental services than were other minority groups and whites. They appeared to be more satisfied with the challenge of training than were whites, and were more likely to make the Army a career and recommend to friends that they enlist than were other minority groups and whites. On the other hand, blacks and other minority groups were less satisfied than whites with the treatment of minority ethnic groups at Fort Hood, and some interactions with the chain of command were more satisfactory for whites than for blacks.

In addition to comparisons among ethnic groups, commanders expressed an interest in any differences that appeared between sex groups. Such comparisons were only possible with data from the 1977 survey because of the small sample size of females in the 1975 and 1976 surveys. The results are shown in Table 12.

It can be seen that there were actually very few differences between males and females. Females were significantly less satisfied with the training they had received at Fort Hood (#2) and with medical services for soldiers (#30). On the other hand, their opinion of the Army since coming to Fort Hood (#54) had not become as unfavorable as the males, and they were less opposed to making the Army a career (#63) than were males. Female soldiers also reported spending less time on the job each week (#83) than did male soldiers,

TABLE 12
SUMMARY STATISTICS FOR QUESTIONS SHOWING SIGNIFICANT
DIFFERENCES BETWEEN SEX GROUPS FOR 1977 DATA (p<.05)

<u>Scale</u>		<u>Male</u>	<u>Female</u>
2.	The training I have received at Fort Hood has been:		
+2	a. Very useful in preparing me to work in my MOS.		
+1	b. Useful in preparing me to work in my MOS.		
0	c. Of borderline value in preparing me to work in my MOS.	Mean = .24 S.D. = 1.16 N = 548	-.13 1.29 45
-1	d. Unuseful in preparing me to work in my MOS.		
-2	e. Very unuseful in preparing me to work in my MOS.		
30i.	How satisfied or dissatisfied are you with medical services for soldiers?		
+2	a. Very satisfied.		
+1	b. Satisfied.	Mean = -.16	-.58
0	c. Borderline.	S.D. = 1.18	1.10
-1	d. Dissatisfied.	N = 465	45
-2	e. Very dissatisfied.		
54.	Since being at Fort Hood my opinion of the Army:		
+2	a. Has become much more favorable.		
+1	b. Has become more favorable.	Mean = -.82	-.44
0	c. Has not changed.	S.D. = 1.11	1.13
-1	d. Has become less favorable.	N = 540	46
-2	e. Has become much less favorable.		

(Table 12 con't.)

<u>Scale</u>			<u>Male</u>	<u>Female</u>
	63. I am now:			
+2	a. Strongly considering making the Army a career.			
+1	b. Considering making the Army a career.	Mean =	-.84	-.44
0	c. Borderline.	S.D. =	1.18	1.11
-1	d. Opposed to making the Army a career.	N =	549	46
-2	e. Strongly opposed to making the Army a career.			
	83. The average number of hours that I spend on my job <u>per week</u> is:	Mean =	45.4	38.3
		S.D. =	18.7	18.3
		N =	545	46
	89b. On the average, on how many days a month do you talk to your battalion command sergeant major?	Mean =	1.7	3.4
		S.D. =	4.2	7.4
		N =	546	45
	90b. On the average, on how many days a month do you talk to your battalion commander?	Mean =	1.0	2.2
		S.D. =	3.3	5.9
		N =	547	45

and they reported talking with their battalion command sergeant majors (#89b) and battalion commanders (#90b) more times per month than their male counterparts. In summary, though women soldiers were more dissatisfied than male soldiers with respect to two specific issues, they appeared somewhat more satisfied with the Army overall than male soldiers.

Variables Associated with Career Intentions

As mentioned in the Introduction, one of the primary purposes of the QOL Survey was to identify areas of soldier discontent so that commanders could work on such areas and attempt to alleviate the problems associated with them, and thus get more soldiers to enlist for a second or third term in the Army. Toward this end, the responses to the various questions listed in the survey were correlated (Pearson's product-moment) with the responses to the question concerning intent to make the Army a career (#63). Those questions which were significantly correlated with stated intent to make the Army a career ($p < .05$, two-tailed test) and had coefficients equal to or greater than $+.20$ for two or more years are listed in Table 13.

It can be seen that there were six questions which were significantly correlated with intent to reenlist in the Army during all three years that the survey was administered. These included four questions which, although statistically significant, each only accounted for between four to fourteen percent of the variance in the "intent to make the Army a career" question on any given year. These questions included the challenge of training (#1), the usefulness of training (#2), how suited a soldier felt he was for his job (#22), and amount of harassment experienced (#43). The other two questions were not only significant, but also accounted for substantially more of the variance than the previous four. The correlation coefficients for them ranged from $+.48$ to $+.63$ and each question accounted for from 23 to 40 percent of the variance in the career intent question on any given year. These latter two questions included changes in the opinion of the Army since coming to Fort Hood (#54) and the extent to which one would recommend to a friend that he enlist in the Army (#64).

Finally, there were four questions which were significant during just two of the three years of the survey. These included NCO understanding of their men's needs (#16), job satisfaction (#28), satisfaction with off-duty activities (#30f), and treatment of minority groups (#48). These correlations ranged from $+.20$ to $+.35$ and accounted for from four to twelve percent of the variance in any given year.

TABLE 13

STATISTICALLY SIGNIFICANT CORRELATION COEFFICIENTS APPEARING
 IN AT LEAST TWO OF THE THREE YEARS OF THE QOL SURVEY
 (Predictor variables are listed; predicted variable is intent to make
 the Army a career, viz #68).

<u>Question#</u>		<u>1975</u>	<u>1976</u>	<u>1977</u>
1	(Training Challenge)	+.26	+.27	+.29
2	(Training Usefulness)	+.20	+.21	+.21
16	(NCO Understanding)		+.20	+.23
22	(Job Suitability)	+.21	+.21	+.23
28	(Job Satisfaction)		+.34	+.35
30f	(Off-duty Activities)		+.25	+.25
43	(Harassment)	+.38	+.34	+.28
48	(Minority Group Treatment)	+.27	+.23	
54	(Opinion Army since Fort Hood)	+.60	+.60	+.48
64	(Recommend Army to Friend)	+.53	+.58	+.63

In order to determine how predictive of reenlistment intent the above variables would be in combination, a stepwise multiple regression analysis was performed using the data from the 1977 survey, for which the sample size was sufficiently large (in excess of 400) for running a valid multiple regression analysis. Questions #54 (opinion of the Army since being at Fort Hood) and #64 (recommend enlistment to a friend) were not included in this analysis because they do not directly represent content areas concerning quality of life, but rather represent opinions of a respondent which derive from attitudes he has about areas of life in the Army as represented in the other eight questions listed in Table 13. Thus the stepwise multiple regression analysis was performed only on variables 1, 2, 16, 22, 30f, 43, and 48. Again, it should be mentioned that these variables were selected because they were both statistically significant ($p < .05$) and greater than $\pm .20$ on two or more of the years that the survey was administered.

The results of the analysis are shown in Table 14. It can be seen that 19% of the variance in responses to question #63 was accounted for by responses to just four questions in combination, viz. job satisfaction (#28), satisfaction with off-duty on-post activities (#30f), harassment (#43), and training challenge (#1). The remaining variables (#2, 16, 22, and 48) did not contribute significantly toward accounting for any additional variance in question #63 when factored into the multiple regression equation and thus are not included in Table 14.

In summary, the results indicate that those factors which are most significantly associated with a soldier's decision to make the Army a career include satisfaction with one's job, satisfaction with off-duty on-post activities, freedom from harassment, and the extent to which training is perceived as challenging.

TABLE 14

SUMMARY TABLE OF STEPWISE MULTIPLE REGRESSION ANALYSIS FOR
 VARIABLES 1, 28, 30f, and 43 WITH
 #63 AS DEPENDENT VARIABLE

<u>Step #</u>	<u>Variable Entered</u>	<u>Multiple R</u>	<u>R²</u>
1	#28 (Job Satisfaction)	.35	.12
2	#30f (Off duty Activities)	+.40	.16
3.	43 (Harrassment)	+.42	.18
4	1 (Training Challenge)	+.44	.19

CONCLUSIONS

When one peruses the preceding results, there appear to be no substantial changes in attitude over time that are particularly striking by their magnitude. Positive trends in some areas, such as increased satisfaction with training, were offset by negative trends in other areas, such as with "services." Many areas showed no change over time. Thus, the quality of life for lower-ranking enlisted personnel at Fort Hood generally remained about the same overall during 1975-1977 time frame in which the surveys were administered.

The few ethnic differences that appeared indicated that blacks were somewhat more satisfied with the Army than were whites or other ethnic groups. This was particularly indicated by the fact that they were more interested in making a career of the Army than were whites or other minority groups. A similar trend existed for females, who indicated more interest in making a career of the Army than did males.

Finally, with respect to identifying variables predictive of reenlistment, which was the major purpose of the project, it should first be noted that the measure of reenlistment in the present study was stated intention of making the Army a career. This assumes that intention to reenlist is associated with actually reenlisting when the time comes to do so. Evidence from other studies^{5,6} supports this assumption. Data from such studies show that, generally speaking, about 90% of lower-ranking enlisted soldiers expressing negative attitudes toward reenlisting do not reenlist, while about 40% of those expressing positive attitudes toward reenlisting actually reenlist.

The Alley and Gould study⁵ also showed, at least among Air Force personnel, that reenlistment intent and whether or not a soldier actually reenlisted were more closely associated with each other when the decision as to whether or not to reenlist had to be made relatively soon (within a year) versus not very soon (e.g., 2 or 3 years away). For example, of those soldiers who were in the last year

⁵Alley, William E. and Gould, R. Bruce. Feasibility of Estimating Personnel Turnover from Survey Data - A Longitudinal Study. Air Force Human Resources Laboratory, AFHRL-TR-755-54, October 1975.

⁶Goldman, Lawrence A. and Worstine, Darrell A. Survey Report: Job Satisfaction and Reenlistment Intent for First Term Personnel. U.S. Army Military Personnel Center, May 1977.

of their enlistment term 62% actually reenlisted after earlier indicating that they intended to do so. Thus, the association between stated intent to reenlist and actually reenlisting appears to be of sufficient magnitude that one is justified in making decisions about what factors are most predictive of soldier reenlistment when one's only measure of reenlistment is their stated intention of whether or not they will reenlist or make a career of the Army.

With this argument in mind, it appears that the most valid course of action that commanders at Fort Hood could take, based upon the results in this report, with respect to increasing the rate at which lower ranking enlisted soldiers would reenlist with the intention of making a career of the Army would be to direct their efforts toward improving four specific aspects of soldier life, to include job satisfaction, off-duty on-post activities, reduction of harassment, and the challenge of training activities. In short, from a reenlistment perspective, soldiers want to have jobs which are satisfying to them, they want to have leisure activities which are readily accessible to them (i.e on post) during their off-duty hours, they do not want to feel harassed, and when they train they want to engage in training activities that pose a challenge to them.

It might be noted that some aspect of job satisfaction has emerged as a relatively important variable with respect to career intentions in other Army^{7,8}, Navy⁹ and Air Force¹⁰ studies. Thus, it would seem that this area would be a prime candidate for attention from commanders who were interested in getting their troops to reenlist and making the Army a career.

The other three areas identified in this report as having a significant effect on reenlistment do not specifically emerge in the above referenced studies as important variables (possibly because different questions were asked in each study). However, one Army

⁷Holz, Robert F. and Gitter, A. George. Assessing the Quality of Life in the U.S. Army. U.S. Army Res. Inst. for Reh. and Soc. Sci., Technical Paper 256, September 1974.

⁸See Footnote 6.

⁹Orend, Richard J., Stroad, Kenneth W., Jr., and Michaels, Marsha J. The Quality of Navy Life Inventory. Human Resources Research Organization FR-ED-77-1, Jan. 1977.

¹⁰See Footnote 5.

study¹¹ did show satisfaction with Army haircut regulations as an important predictor of reenlistment. This can be compared to the present report's finding of freedom from harassment as a significant predictor, since soldiers frequently interpret enforcement of haircut standards as a form of harassment.

The remaining two variables of training challenge and off-duty on-post activities appear unique as important contributors to reenlistment of lower ranking enlisted men at Fort Hood.

In conclusion, the foregoing results can be summarized as three general findings: (1) During the time frame in which the study was conducted the overall quality of life for lower ranking enlisted men at Fort Hood remained relatively constant; (2) Blacks appeared to be somewhat more satisfied with the Army than were whites or other ethnic groups; and (3) the variables most predictive of reenlistment intent were job satisfaction, satisfaction with off-duty on-post activities, perceived degree of harassment, and the challenge of training activities.

The results of this study served as the basis for construction of the survey instrument used in the Commander's Unit Analysis Profile project currently under development by the ARI Field Unit at Fort Hood. The purpose of the project is to provide a means by which a Company level commander can rapidly and easily measure soldier satisfaction with his unit, and identify specific areas of satisfaction and dissatisfaction.

¹¹See footnote 7.

Appendix A

1975 Quality of Life Questionnaire

QUESTIONS ON SOLDIERS' ATTITUDES AND INFORMATION REGARDING TRAINING,
WORKING, AND LIVING AT FORT HOOD

The purpose of this questionnaire is to obtain information from you regarding training, working, and living at Fort Hood. Your answers will help the Commanding General to determine what conditions are in need of improvement, and will assist him in determining the action he must take to improve the quality of life for all of us at Fort Hood.

We have no need to know who you are personally. No effort will be made to identify either you or your unit (do NOT write your name, SSAN or unit on the questionnaire).

INSTRUCTIONS

Most questions are multiple choice questions where all you have to do is circle or check the answer of your choice. However, we would appreciate any additional comments you could give us regarding any question. If you have additional comments, please write them in next to the question.

PART I

BACKGROUND DATA

This data is very useful to us because it will tell us what people with different interests think about different aspects of Army life. It will tell us how we can best improve the quality of life for people of different ages, education, and background.

- 1.* What is your age? _____
2. What is your sex? (Circle one) A. Male B. Female
- 3.* What is your pay grade? B. _____
4. What is your primary MOS? _____
5. Is your duty MOS the same as your primary MOS? A. Yes B. No
- 6 * How many months have you been at Fort Hood? _____
7. Where do you live? (Circle one)
A. In a barracks on-post.
B. In on-post housing (BHQ, BQO, family housing)
C. In off-post housing
8. What is your marital status?
A. Single C. Divorced
B. Married D. Other.
9. How many children do you have? (Circle one)
A. none B. four
C. one F. five
C. two G. over five
D. three

PART II

MAIN QUESTIONNAIRE

REMARKS

- 1.* The average number of hours per week that I spend on my job is _____. 
- 2.* The average number of hours per week of meaningful work that I do on my job is _____. 

To help us get an idea of how well soldiers learn basic type material in training please answer the following:

3. From your First Aid training, what should be used in treating a soldier who has been injured with a blood agent in a CBR attack?

- A. Atropine
- B. Amyl nitrate
- C. Baking soda
- D. I don't know

4. Of the following, what is the first thing you would do in treating a wound?

- A. Prevent shock
- B. Stop the bleeding
- C. Protect the wound
- D. I don't know

5. Brown color is used on a military map to show:

- A. Roads
- B. Other man-made objects
- C. Contour lines
- D. I don't know

6. Who requires that you have your seat belt or shoulder strap fastened when you drive a private car on Fort Hood?

- A. The III Corps Commander
- B. The state of Texas
- C. Both are above
- D. It's not required
- E. I don't know

2. On the average, on how many days a month do you see or talk with each of those in your chain of command?

7-2. On the average, on how many days a month do you see or talk with each of those in your chain of command?

Person

See H.

Talk With Him

Sect/Plt Sgt

7b.*

Sect/Plt

8b.*

1st Sgt

9b.*

90/Trp Btry Co

10b.*

Bn/Squadron CSM

11b.*

REMARKS

13a. What is your company/troop/battery commander's policy about people coming to talk with him about personal problems or other matters?

- A. He strongly encourages us
- B. He encourages us
- C. He neither encourages nor discourages us
- D. He discourages us
- E. He strongly discourages us
- F. I don't know

13b. While at Fort Hood, have you tried to talk with him about such problems:

- A. Yes
- B. No

13c.* If yes, how many times?

13d. If you tried, how many of your attempts resulted in your getting to talk with him:

A. none	D. 3	G. 6	J. 9
B. 1	E. 4	H. 7	K. 10 or more
C. 2	F. 5	I. 8	

13e. Based on your experience in trying to talk to your commander, how satisfied-dissatisfied are you with his "open-door" performance?

- A. Very satisfied
- B. Satisfied
- C. Borderline
- D. Dissatisfied
- E. Very dissatisfied
- F. I have not tried to talk to him

14. In the last four weeks how often have you come into contact with or observed a Chaplain...

14a. in your unit area?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

14b. when attending his religious services?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

14c. in other places, including his office?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

15. What is the Commanding General's recent directive regarding beer and liquor in on-post clubs?

- A. Clubs cannot sell beer and liquor until 11:00 AM
- B. Clubs cannot sell beer and liquor until 4:30 PM
- C. Clubs cannot sell beer and liquor on Sunday
- D. Clubs cannot sell beer and liquor to minors
- E. I don't know

16. What reason did the CG give for his directive on beer and liquor sales?

- A. He said that the sale of alcoholic items should be as closely controlled as the sale of prescription medicine
- B. He wanted to reduce the number of military alcoholics
- C. He wanted the military to have more money for food, clothing, and shelter
- D. He wanted to reduce the number of instances of personnel being ineffective on their job due to the effects of beer and liquor
- E. All of the above
- F. None of the above
- G. I don't know

17. How many issues per week do you usually read of the .

17a. Temple Daily Telegram

- A. None
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5
- G. 6
- H. 7

17b. Killen Daily Herald?

- A. None
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5
- G. 6

17c. Corpus Christi Press?

- A. None
- B. One

18. How many of the weekly "Bugle Notes" have you read during the last five weeks?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5
- F. None - I don't know what the "Bugle Notes" is
- G. None, but I know what it is

**PRELIMINARY FOR
NOT CLEARED OPERATIONAL USE.**

A. twice a day F. every other week
B. once a day G. once a month
C. every other day H. hardly ever
D. every third day I. never

20. Of the last five issues of the weekly Fort Hood Sentinel (the post newspaper), how many have you read at least part of?
A. none
B. 1
C. 2
D. 3
E. 4
F. 5

21-38. If you do not read the Sentinel, skip to question 39. For each item or part of the Sentinel listed below, tell how often you read the item by checking a box (x) under the appropriate column to the left of the item. THEN, tell how much space you think should be given to each item by checking a box under the appropriate column to the right of the item.

	Usually Read			More Space is OK			Less Space is OK			More Space is OK			Don't Know			
	Sometimes Read	Never Read														
21a.	()	()	()	Front page feature article			()	()	()	()	()	()		F		21b.
22a.	()	()	()	Unit news			()	()	()	()	()	()				22b.
23a.	()	()	()	Community news			()	()	()	()	()	()				23b.
24a.	()	()	()	Articles on individual soldiers			()	()	()	()	()	()				24b.
25a.	()	()	()	Editorials (e.g., Focus)			()	()	()	()	()	()				25b.
26a.	()	()	()	Speaking out, Letters to Editor			()	()	()	()	()	()				26b.
27a.	()	()	()	Straight Talk (i.e., "The Armadillo")			()	()	()	()	()	()				27b.
28a.	()	()	()	Eye catcher (Jeffrey)			()	()	()	()	()	()				28b.
29a.	()	()	()	Social News			()	()	()	()	()	()				29b.
30a.	()	()	()	Chapel Schedule			()	()	()	()	()	()				30b.
31a.	()	()	()	Religion News			()	()	()	()	()	()				31b.
32a.	()	()	()	Education Information			()	()	()	()	()	()				32b.
33a.	()	()	()	Consumer Tips (from JAG)			()	()	()	()	()	()				33b.
34a.	()	()	()	Sport News			()	()	()	()	()	()				34b.
35a.	()	()	()	Classified Ads			()	()	()	()	()	()				35b.
36a.	()	()	()	Other Ads			()	()	()	()	()	()				36b.
37a.	()	()	()	Movie/Entertainment Schedule			()	()	()	()	()	()				37b.
38a.	()	()	()	Recreation Services Schedule			()	()	()	()	()	()				38b.

39-74 At the left of each facility or service listed below please tell how often you use each. THEN, tell how satisfied-dissatisfied you are with the facility or service by checking a box (x) under the appropriate column at the right.

	Often	Sometimes	Never	A	B	C	D	Very Satisfied	Satisfied	Borderline	Very Dissatisfied	Dissatisfied	Do Not Know	
39a.	()	()	()											39b.
40a.	()	()	()											40b.
41a.	()	()	()											41b.
42a.	()	()	()											42b.
43a.	()	()	()											43b.
44a.	()	()	()											44b.
45a.	()	()	()											45b.
46a.	()	()	()											46b.
47a.	()	()	()											47b.
48a.	()	()	()											48b.
49a.	()	()	()											49b.
50a.	()	()	()											50a.
51a.	()	()	()											51b.
52a.	()	()	()											52b.
53a.	()	()	()											53b.
54a.	()	()	()											54b.
55a.	()	()	()											55b.
56a.	()	()	()											56b.
57a.	()	()	()											57b.
58a.	()	()	()											58b.
59a.	()	()	()											59b.
60a.	()	()	()											60b.
61a.	()	()	()											61b.
62a.	()	()	()											62b.
63a.	()	()	()											63b.
64a.	()	()	()											64b.
65a.	()	()	()											65b.
66a.	()	()	()											66b.
67a.	()	()	()											67b.
68a.	()	()	()											68b.
69a.	()	()	()											69b.
70a.	()	()	()											70b.
71a.	()	()	()											71b.
72a.	()	()	()											72b.
73a.	()	()	()											73b.
74a.	()	()	()											74b.

REMARKS

75. How many times have you seen the III Corps Commanding General's TV panel show "Off the Top"?
A. 3
B. 2
C. 1
D. None, but I knew of it
E. None, but I didn't know there was such a program

76. What did you think of the General's TV show?
A. Very good
B. Good
C. Borderline
D. Poor
E. Very poor
F. Did not see it

77. The training I have received at Fort Hood has been:
A. Very challenging
B. Challenging
C. Borderline
D. Unchallenging
E. Very unchallenging

78. The training I have received at Fort Hood has been:
A. Very useful in preparing me to work in my MOS
B. Useful in preparing me to work in my MOS
C. Of borderline value in preparing me to work in my MOS
D. Unuseful in preparing me to work in my MOS
E. Very unuseful in preparing me to work in my MOS

79. When I came on active duty, I was:
A. Strongly considering making the Army a career
B. Considering making the Army a career
C. Borderline
D. Opposed to making the Army a career
E. Strongly opposed to making the Army a career

80. I am now:
A. Strongly considering making the Army a career
B. Considering making the Army a career
C. Borderline
D. Opposed to making the Army a career
E. Strongly opposed to making the Army a career

81. In my unit, there is:
A. No harassment of soldiers
B. Very little harassment of soldiers
C. Some harassment of soldiers
D. Much harassment of soldiers
E. Almost continual harassment of soldiers

REMARKS

90. Off duty activities provided at Fort Hood are:

- A. Very sufficient
- B. Sufficient
- C. Borderline
- D. Insufficient
- E. Very insufficient

91. The two-hour racial awareness program seminars (RAPS) that we attend each month...

- A. Contribute greatly to racial harmony
- B. Contribute to racial harmony
- C. Have no effect on racial harmony
- D. Contribute to racial disharmony
- E. Contribute greatly to racial disharmony
- F. I don't know

92. Listed below are eight areas relating to life at Fort Hood or in the Army in general. Please tell us how satisfied or dissatisfied you are with the status of these things. Check (x) that response which best describes how you feel. If you are dissatisfied with an area we would appreciate if you would tell us why.

NOT OPERATION		OPERATION					
92a.	Use of civilian KMs	()	()	()	()	()	()
92b.	Choice of duty station	()	()	()	()	()	()
92c.	Temporary housing for newly arrived families pending acquisition of suitable permanent housing	()	()	()	()	()	()
92d.	Government-provided permanent housing for families	()	()	()	()	()	()
92e.	Quality of mess hall food	()	()	()	()	()	()
92f.	Quantity of mess hall food	()	()	()	()	()	()
92g.	Opportunity for promotion	()	()	()	()	()	()
92h.	Army pay	()	()	()	()	()	()

REMARKS

93. The types of books and magazines available in the post exchange are:

- A. Very satisfactory
- B. Satisfactory
- C. Borderline
- D. Unsatisfactory
- E. Very unsatisfactory
- F. I don't know

94. Have you ever had any of your personal property or money stolen from you at Fort Hood?

- A. Yes
- B. No

95.* If yes, how many times? _____

96. The utilization of female military personnel at Fort Hood is:

- A. Very satisfactory
- B. Satisfactory
- C. Borderline
- D. Unsatisfactory
- E. Very unsatisfactory
- F. I don't know

97. The Fort Hood transportation system for off-duty soldiers is:

- A. Very satisfactory
- B. Satisfactory
- C. Borderline
- D. Unsatisfactory
- E. Very unsatisfactory
- F. I don't know

98. Would you recommend to a civilian friend of yours that he enlist in the Army?

- A. Yes. Strongly recommend he enlist
- B. Yes. Recommend he enlist
- C. Borderline
- D. No. Recommend he not enlist
- E. No. Strongly recommend he not enlist

99. OTHER COMMENTS: If you have any other suggestions regarding action that the Commanding General could take to improve the quality of life at Fort Hood, please write them here. Use the back page if you need more space.

Appendix B
1976 Quality of Life Questionnaire

QUESTIONS ON SOLDIERS' ATTITUDES AND INFORMATION REGARDING
TRAINING, WORKING, AND LIVING AT FORT HOOD

The purpose of this questionnaire is to obtain information from you regarding training, working, and living conditions at Fort Hood. Your answers will help the Commanding General to determine what areas are in need of improvement, and will assist him in determining the action he must take to improve the quality of life for all of us at Fort Hood.

We have no need to know who you are personally. No effort will be made to identify either you or your unit (do NOT write your name, SSAN or unit on the questionnaire).

INSTRUCTIONS

Most questions are multiple choice, where all you have to do is circle or check the answer of your choice. However, we would appreciate any additional comments you could give us regarding any question. If you have additional comments, please write them in next to the question.

PART I

BACKGROUND DATA

This data is very useful to us because it will tell us what people with different interests think about different aspects of Army life. It will tell us how we can best improve the quality of life for people of different ages, education, and backgrounds.

1. What is your age? _____
2. What is your sex? (Circle one) A. Male B. Female
3. What is your pay grade? _____
4. Is your duty MOS the same as your primary MOS? A. Yes B. No
5. How many months have you been at Fort Hood? _____
6. How many years have you been in the Army? _____
7. Where do you live? (Circle one)
A. In a barracks, on-post
B. In on-post housing (BEC, family housing)
C. In off-post housing
8. What is your marital status?
A. Single B. Divorced
C. Married D. Other
9. How many children do you have? (Circle one)
A. none B. one C. two D. three E. four F. five G. over five
10. What ethnic group do you consider that you belong to?
A. Afro-American E. Oriental
B. American Indian F. Puerto Rican
C. Caucasian G. Other
D. Mexican American

11. How many years of formal education have you completed? _____
(includes high school, college, etc.)

12. What high school diploma do you have?
A. GED high school diploma
B. Regular high school diploma
C. Neither of them

13. What college diploma do you have?
A. 2-year college (associate) diploma
B. 4-year college (bachelor) diploma
C. Neither of them

14. Do you have a post-graduate degree?
A. Yes B. No

15. Are you now taking any courses to improve your educational or technical qualifications?
A. Yes B. No

**PRELIMINARY
NOT CLEARED FOR
OPERATIONAL USE.**

PART II
MAIN QUESTIONNAIRE

Job Satisfaction

16. The training I have received at Fort Hood has been:
A. very challenging D. unchallenging
B. challenging E. very unchallenging
C. borderline

17. The training I have received at Fort Hood has been:
A. very useful in preparing me to work in my MOS
B. useful in preparing me to work in my MOS
C. of borderline value in preparing me to work in my MOS
D. unuseful in preparing me to work in my MOS
E. very unuseful in preparing me to work in my MOS

18. The Army has placed me in jobs for which I am:
A. very well suited D. unsuited
B. well suited E. very unsuited
C. borderline

19. My job has proved to be:
A. very satisfying D. unsatisfying
B. satisfying E. very unsatisfying
C. borderline

20. The average number of hours that I spend on my job per week is _____ hours.

21. The average number of hours of meaningful work that I do on my job per week is _____ hour.

22. Obtaining the right equipment to do my job:
A. has frequently been a problem in the past.
B. has sometimes been a problem in the past.
C. has occasionally been a problem in the past.
D. has rarely been a problem in the past.
E. has never been a problem.

Satisfaction with Chain of Command

23-28. On the average, on how many days a month do you see or talk with each of those in your chain of command?

<u>Person</u>	<u>See Him</u>	<u>Talk with Him</u>
Sect/Plt Sgt	23a. _____	23b. _____
Sect/Plt Ldr	24a. _____	24b. _____
1st Sgt	25a. _____	25b. _____
Co/Trp/Btry Cdr	26a. _____	26b. _____
Bn/Squadron CSM	27a. _____	27b. _____
Bn/Squadron Cdr	28a. _____	28b. _____

29. What is your company/troop/battery commander's policy about his people coming to talk with him about personal problems or other matters?

- A. He strongly encourages us
- B. He encourages us
- C. He neither encourages nor discourages us
- D. He discourages us
- E. He strongly discourages us
- F. I don't know

30. While at Fort Hood, have you tried to talk with him about such problems?

- A. Yes
- B. No

31. If yes, how many times?

32. If you tried, how many of your attempts resulted in your getting to talk with him?

33. Based on your experience in trying to talk with your commander, how satisfied-dissatisfied are you with his "open-door" performance?

- A. Very satisfied
- B. Satisfied
- C. Borderline
- D. Dissatisfied
- E. Very dissatisfied
- F. I have not tried to talk to him

34. If you are dissatisfied with your commander's "open-door" performance, why are you dissatisfied? (circle one)

- A. I was unable to see him
- B. He failed to resolve my problem to my satisfaction
- C. He failed to notify me of any action taken in regard to my problem
- D. Other (please specify) _____
- E. I am not dissatisfied

35. In regard to keeping me informed about training events and policies, officers in my unit:

- A. do a very good job
- B. do a good job
- C. do a borderline job
- D. do a poor job
- E. do a very poor job

36. Most Army officers in my unit are:

- A. very understanding of their men's needs
- B. understanding of their men's needs
- C. borderline
- D. nonunderstanding of their men's needs
- E. very nonunderstanding of their men's needs

37. Most NCO's in my unit are:

- A. very understanding of their men's needs
- B. understanding of their men's needs
- C. borderline
- D. nonunderstanding of their men's needs
- E. very nonunderstanding of their men's needs

Satisfaction with Facilities and Services

38. Off duty activities provided at Fort Hood are:

- A. very sufficient
- B. sufficient
- C. borderline
- D. insufficient
- E. very insufficient

39. The sports activities at Fort Hood are:

- A. very adequate
- B. adequate
- C. borderline
- D. inadequate
- E. very inadequate

40. What types of off-duty activities, other than those already provided, would you like to see at Fort Hood?

1. _____
2. _____
3. _____

43. The Fort Hood transportation system for off-duty soldiers is:

- A. very satisfactory
- B. satisfactory
- C. borderline
- D. unsatisfactory
- E. very unsatisfactory
- F. I don't know

44. The barracks I live in are:

- A. very satisfactory
- B. satisfactory
- C. borderline
- D. unsatisfactory
- E. very unsatisfactory

45. If you feel improvements are needed in the barracks, please write down some of the ways they should be improved.

- _____
- _____
- _____
- _____
- _____

Familiarity with Local Publications

46. How many of the weekly "Bugle Notes" have you read during the last five weeks?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5
- F. None - I don't know what the "Bugle Notes" is
- G. None, but I know what it is

47. How often do you read the items posted on your unit bulletin board?

- A. twice a day
- B. once a day
- C. every other day
- D. every third day
- E. once a week
- F. every other week
- G. once a month
- H. hardly ever
- I. never

48. Of the last five issues of the weekly Fort Hood Sentinel (the post newspaper), how many have you read at least a part of?

- A. none
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5

Contact with Chaplain

49. In the last four weeks, how often have you come into contact with or observed a Chaplain?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

49a. in your unit area?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

49b. when attending his religious services?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

49c. in other places, including his office?

- A. none
- B. once
- C. twice
- D. three times
- E. four times
- F. over four

50. During the past 4 weeks, how often did you attend religious services at an on-post chapel?

- A. 4 times
- B. 3 times
- C. 2 times
- D. 1 time
- E. Never

51. During the past 4 weeks, how often did you attend religious services at a church off-post?

- A. 4 times
- B. 3 times
- C. 2 times
- D. 1 time
- E. Never

General Information Questions

52. What is the Commanding General's recent directive regarding beer and liquor in on-post clubs?

- A. Clubs cannot sell beer and liquor until 1100 hours
- B. Clubs cannot sell beer and liquor until 1630 hours
- C. Clubs cannot sell beer and liquor on Sunday
- D. Clubs cannot sell beer and liquor to minors
- E. I don't know

53. What reasons did the CG give for his directive on beer and liquor sales?

- A. He said that the sale of alcoholic items should be as closely controlled as the sale of marijuana.
- B. He wanted to reduce the number of military alcoholics.
- C. He wanted the military to have more money for food, clothing and shelter.
- D. He wanted to reduce the number of instances of personnel being ineffective on their job due to the effects of beer and liquor.
- E. All of the above
- F. None of the above
- G. I don't know

54. Who requires that you have your seat belt or shoulder strap fastened when you drive a private car on Fort Hood?

- A. The III Corps Commander
- B. The State of Texas
- C. Both the above
- D. It's not required
- E. I don't know

55. How many times have you seen the III Corps Commanding General's TV panel show "Off the Top" in the last two months?

- A. 4
- B. 3
- C. 2
- D. None, but I knew of it
- E. None, and I didn't know there was such a program

56. What did you think of the general's TV show?

- A. Very good
- B. Good
- C. Borderline
- D. Poor
- E. Very poor
- F. Did not see it

Satisfaction with Unit

60. In my unit, the standards of military courtesy are:

- A. very high
- B. high
- C. borderline
- D. low
- E. very low

61. In my unit, the standards of discipline are:

- A. very high
- B. high
- C. borderline
- D. low
- E. very low

62. In my unit, there is:

- A. no harassment of soldiers
- B. very little harassment of soldiers
- C. some harassment of soldiers
- D. much harassment of soldiers
- E. almost continual harassment of soldiers

Satisfaction with Fort Hood

63. Please indicate how satisfied or dissatisfied you are with the various aspects of life at Fort Hood listed below. Check that response which best describes how you feel. If you are dissatisfied with an area, please tell us why in the margin to the right of the item.

63a. Government-provided permanent housing for families A () C () D () E () F ()

63b. Quality of mess hall food () () () () () ()

63c. Quantity of mess hall food () () () () () ()

63d. Opportunity for promotion () () () () () ()

63e. Performance of military police () () () () () ()

63f. Leave policies () () () () () ()

63g. Hospital emergency room service () () () () () ()

63h. Other medical services for soldiers () () () () () ()

63i. Medical services for dependents () () () () () ()

63j. Dental services for soldiers () () () () () ()

63k. Dental services for dependents () () () () () ()

64. Have you ever had any of your personal property or money stolen from you at Fort Hood?
A. Yes No

65. If yes, how many times?

66. Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:

- A. much better
- B. better
- C. no different
- D. worse
- E. much worse
- F. I don't know

67. The two-hour racial awareness program seminars (RAPS) that we attend each month:

- A. contribute greatly to racial harmony
- B. contribute to racial harmony
- C. have no effect on racial disharmony
- D. contribute to racial disharmony
- E. contribute greatly to racial disharmony
- F. I don't know

68. The utilization of female military personnel at Fort Hood is:

- A. very satisfactory
- B. satisfactory
- C. borderline
- D. unsatisfactory
- E. very unsatisfactory
- F. I don't know

69. Since being at Fort Hood my opinion of the Army:

- A. has become much more favorable
- B. has become more favorable
- C. has not changed
- D. has become less favorable
- E. has become much less favorable

Satisfaction with the Army

70. When I came on active duty, I was:

- A. strongly considering making the Army a career
- B. considering making the Army a career
- C. borderline
- D. opposed to making the Army a career
- E. strongly opposed to making the Army a career

71. I am now:

- A. strongly considering making the Army a career
- B. considering making the Army a career
- C. borderline
- D. opposed to making the Army a career
- E. strongly opposed to making the Army a career

72. Would you recommend to a civilian friend of yours that he enlist in the Army?

- A. Yes. Strongly recommend that he enlist
- B. Yes. Recommend that he enlist
- C. Borderline
- D. No. Recommend that he not enlist
- E. No. Strongly recommend that he not enlist

Appendix C
1977 Quality of Life Questionnaire

SOLDIER ATTITUDES TOWARD LIFE
AT FORT HOOD

U S Army Research Institute for the Behavioral and Social Sciences
Fort Hood Field Unit

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DATA REQUIRED BY THE PRIVACY ACT OF 1974

TITLE OF QUESTIONNAIRE: Soldier Attitudes Toward Life
at Fort Hood Survey

PRESCRIBING DIRECTIVE: AR 70-1

AUTHORITY: 10 USC Sec 4503

PURPOSE(s): The data collected with the attached forms are to be
used for research purposes only.

This is an experimental personnel data collection
form developed by the U.S. Army Research Institute
for the Behavioral and Social Sciences pursuant to
its research mission as prescribed in AR 70-1. Full
confidentiality of the responses will be maintained
in the processing of these data.

Your participation in this research is strictly
voluntary. Individuals are encouraged to provide
complete and accurate information in the interests
of the research, but there will be no effect on
individuals for not providing all or any part of
the information.

Major Command

(e.g., 2nd AD, 1st CD, etc.)

The purpose of this survey is to obtain information from you regarding your perceptions of the training, working and living conditions at Fort Hood. The survey questionnaire was developed at the request of the Commanding General at Fort Hood and your answers will help him in determining which areas are in need of improvement and what actions to take in order to improve the quality of life for soldiers at Fort Hood.

INSTRUCTIONS FOR COMPLETING QUESTIONNAIRE

1. This questionnaire is anonymous. You do NOT need to write your name, social security account number or unit (other than your major command) on the questionnaire. Since the questionnaire results will be analyzed separately for each major command (such as 2nd Armored Division, 1st Cavalry Division, 13th COSCOM, 6th ACCB), however, we would appreciate your writing the major command to which you belong in the blank at the top of this page.
2. Please do NOT mark your answers to the items on the questionnaire itself. All items should be answered using the attached answer sheet (except for Question 65, for which space is provided on page 16 of the questionnaire). Most of the items are multiple-choice, and for these items, you should blacken out the letter on the answer sheet which represents your answer. For example, if you were asked a question having response alternatives A, B, C, D and E and you chose "A" for your answer, you would indicate your choice in this way:... B C D E. Be careful, when blackening out the letters, not to let your marks stray into areas above or below the line or into nearby letters. Use a No. 2 lead pencil only to blacken the letters (pencils will be provided). If you want to change an answer, just erase your marks and blacken through another letter.

There are a few items in the questionnaire which are not multiple choice. For these items, simply write in your answers on the answer sheet in the spaces provided.

If you have any problems in using the answer sheet, please raise your hand and one of the monitors will provide you with assistance.

3. Although we would like for you to mark your answers to the questions on the attached answer sheet, we realize you may have comments you would like to make about some of the questions. Please write any comments which relate to a particular question next to that question on the questionnaire itself. Question 65 on the questionnaire asks you to make any additional comments or suggestions you might wish to make. All your

comments will be extracted from the questionnaires, verbatim, and presented to the Commanding General.

4. Please take your time in answering the questions and try to consider them carefully. You have been chosen, through a random selection procedure, to represent the rest of the soldiers on Fort Hood and your responses will be treated as representative of your fellow soldiers. Feel free to be completely open in your responses - we want and need honest answers. Remember, none of these answers will be identified with you individually.

5. Since you have been chosen to represent other Fort Hood soldiers, we would like to strongly encourage you to participate in the survey. In order to get an accurate picture of the way the enlisted men feel about life on Fort Hood, we need the cooperation of almost all of those chosen to participate in the survey. However, participation is voluntary and if you do not wish to answer any or all of the items for any reason, you are free to leave them blank.

6. The last two pages of the questionnaire ask for certain biographical information, which may be useful in analyzing the results of the survey, since we have often found in the past that answers differ for groups which vary in age, sex, race, etc.

7. Approximately 30 minutes will be required to complete the questionnaire. To avoid disturbing others, no one may leave before that time.

THANK YOU FOR YOUR COOPERATION

1. The training I have received at Fort Hood has been:
 - A. Very challenging
 - B. Challenging
 - C. Borderline
 - D. Unchallenging
 - E. Very unchallenging

2. The training I have received at Fort Hood has been:
 - A. Very useful in preparing me to work in my MOS
 - B. Useful in preparing me to work in my MOS
 - C. Of borderline value in preparing me to work in my MOS
 - D. Unuseful in preparing me to work in my MOS
 - E. Very unuseful in preparing me to work in my MOS

3. The field maneuvers and field exercises in which I have participated have been:
 - A. Very useful in training my unit
 - B. Useful in training my unit
 - C. Of borderline usefulness in training my unit
 - D. Unuseful in training my unit
 - E. Very unuseful in training my unit

4. During training and drill periods, the soldiers in my unit:
 - A. Are almost always busy with tasks
 - B. Are frequently busy with tasks
 - C. Are busy with tasks about half the time
 - D. Are frequently waiting around and doing nothing
 - E. Are almost always waiting around and doing nothing

5. The physical training program in my unit is:
 - A. Very inadequate for the unit's mission
 - B. Adequate for the unit's mission
 - C. Of borderline adequacy for the unit's mission
 - D. Inadequate for the unit's mission
 - E. Very inadequate for the unit's mission

6. My training instructors at Fort Hood have been:
 - A. Very effective teachers
 - B. Effective teachers
 - C. Somewhat effective teachers
 - D. Ineffective teachers
 - E. Very ineffective teachers

7. What is your company/troop/battery commander's policy about his people coming to talk with him about personal problems or other matters?

- A. He strongly encourages us
- B. He encourages us
- C. He neither encourages nor discourages us
- D. He discourages us
- E. He strongly discourages us
- F. I don't know

8. While at Fort Hood, have you tried to talk with him about such problems:

- A. Yes
- B. No

9. If yes, how many times? (Write in the actual number of times in the blanks provided on your answer sheet)

10. If you tried, how many times did you actually get to talk with him? (Write in the actual number of times in the blanks provided on your answer sheet)

11. Based on your experience in trying to talk with your commander, how satisfied-dissatisfied are you with his "open-door" performance?

- A. Very satisfied
- B. Satisfied
- C. Borderline
- D. Dissatisfied
- E. Very dissatisfied
- F. I have not tried to talk to him

12. If you are dissatisfied with your commander's "open-door" performance, why are you dissatisfied?

- A. I was unable to see him.
- B. He did not take the appropriate actions to help me deal with my problem.
- C. He failed to notify me of any action taken in regard to my problem.
- D. Other (please specify) _____
- E. I am NOT dissatisfied.

13. With regard to leadership, the officers in my unit do a:

- A. Very good job
- B. Good job
- C. Borderline job
- D. Poor job
- E. Very poor job

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14. With regard to leadership, the NCO's in my unit do a:

- A. Very good job
- B. Good job
- C. Borderline job
- D. Poor job
- E. Very poor job

15. Most officers in my unit are:

- A. Very understanding of their men's needs
- B. Understanding of their men's needs
- C. Borderline
- D. Nonunderstanding of their men's needs
- E. Very nonunderstanding of their men's needs

16. Most NCO's in my unit are:

- A. Very understanding of their men's needs
- B. Understanding of their men's needs
- C. Borderline
- D. Nonunderstanding of their men's needs
- E. Very nonunderstanding of their men's needs

17. Most of the officers in my unit are:

- A. Extremely competent at doing their jobs
- B. Fairly competent at doing their jobs
- C. Borderline in competency at doing their jobs
- D. Somewhat incompetent at doing their jobs
- E. Extremely incompetent at doing their jobs

18. Most of the NCO's in my unit are:

- A. Extremely competent at doing their jobs
- B. Fairly competent at doing their jobs
- C. Borderline in competency at doing their jobs
- D. Somewhat incompetent at doing their jobs
- E. Extremely incompetent at doing their jobs

19. In regard to keeping me informed about training events and policies, officers in my unit:

- A. Do a very good job
- B. Do a good job
- C. Do a borderline job
- D. Do a poor job
- E. Do a very poor job

20. In regard to keeping me informed about training events and policies, NCO's in my unit:

- Do a very good job
- Do a good job
- Do a borderline job
- Do a poor job
- Do a very poor job

21. My performance evaluations and efficiency reports have provided me with:

- A great deal of useful feedback
- Much useful feedback
- Some useful feedback
- A little useful feedback
- Hardly any useful feedback

22. At Fort Hood, I have been placed in jobs for which I am:

- Very well suited
- Well suited
- Borderline in suitability
- Unsuited
- Very unsuited

23. My present job is:

- Almost always interesting
- Frequently interesting
- Interesting about half the time
- Frequently not interesting
- Almost never interesting

24. I feel that how well my present job is done is:

- Very important to the Army
- Fairly important to the Army
- On borderline importance to the Army
- Not too important to the Army
- Scarcely of any importance to the Army

25. I am able to do my present job the way I think it should be done:

- To a very great extent
- To a large extent
- To some extent
- To a small extent
- Hardly at all

26. In my job, I feel that my supervisor is:

- Very concerned with the quality of my work
- Fairly concerned with the quality of my work
- Shows borderline concern with the quality of my work
- Fairly unconcerned with the quality of my work
- Almost totally unconcerned with the quality of my work

27. In my job, my supervisor:

- A. Almost always sets clear goals for me
- B. Usually sets clear goals for me
- C. Sets clear goals for me about half the time
- D. Occasionally sets clear goals for me
- E. Almost never sets clear goals for me

28. My job has proved to be:

- A. Very satisfying
- B. Satisfying
- C. Borderline
- D. Unsatisfying
- E. Very unsatisfying

29. Obtaining the right equipment to do my job:

- A. Has never been a problem in the past
- B. Has rarely been a problem in the past
- C. Has occasionally been a problem in the past
- D. Has sometimes been a problem in the past
- E. Has frequently been a problem in the past

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30. Please indicate how satisfied or dissatisfied you are with the various aspects of life at Fort Hood listed below. Check that response which best describes how you feel. If you are dissatisfied with an area, please tell us why on the back of the page.

	A Very satisfied	B Satisfied	C Indifferent	D Dissatisfied	E Very dissatisfied	F Do not know
30a. Quality of mess hall food	()	()	()	()	()	()
30b. Quantity of mess hall food	()	()	()	()	()	()
30c. Barracks	()	()	()	()	()	()
30d. Government-provided permanent housing for families	()	()	()	()	()	()
30e. Sports activities	()	()	()	()	()	()
30f. Off-duty activities (besides sports activities)	()	()	()	()	()	()
30g. Transportation system for off-duty soldiers	()	()	()	()	()	()
30h. Hospital emergency room service	()	()	()	()	()	()
30i. Other medical services for soldiers	()	()	()	()	()	()
30j. Medical services for dependents	()	()	()	()	()	()
30k. Dental services for soldiers	()	()	()	()	()	()
30l. Dental services for dependents	()	()	()	()	()	()
30m. Education program for earning a high school diploma	()	()	()	()	()	()
30n. Education program for earning a college degree	()	()	()	()	()	()
30o. Legal services	()	()	()	()	()	()
30p. Opportunity for promotion	()	()	()	()	()	()
30q. Performance of military police	()	()	()	()	()	()
30r. Leave policies	()	()	()	()	()	()

31. In the last four weeks, how often have you come into contact with a chaplain in each of the following places?

31a. In your unit area

- a. None
- b. Once
- c. Twice
- d. Three times
- e. Four times
- f. Over four times

31b. In chapel, when attending his religious services

- a. None
- b. Once
- c. Twice
- d. Three times
- e. Four times
- f. Over four times

31c. In other places, including his office

- a. None
- b. Once
- c. Twice
- d. Three times
- e. Four times
- f. Over four times

32. During the past 4 weeks, how often did you attend religious services at an on-post chapel?

- A. Not at all
- B. One time
- C. Two times
- D. Three times
- E. Four times
- F. Over four times

33. During the past 4 weeks, how often did you attend religious services at a church off-post?

- A. Not at all
- B. One time
- C. Two times
- D. Three times
- E. Four times
- F. Over four times

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34. How many of the weekly "Bugle Notes" have you read during the last five weeks?

- A. 1
- B. 2
- C. 3
- D. 4
- E. 5
- F. None - I don't know what the "Bugle Notes" is.
- G. None, but I know what it is.

35. How often do you typically read the items posted on your unit bulletin board?

- A. Twice a day
- B. Once a day
- C. Every other day
- D. Every third day
- E. Once a week
- F. Every other week
- G. Once a month
- H. Hardly ever
- I. Never

36. Of the last five issues of the weekly Fort Hood Sentinel (the post newspaper), how many have you read at least a part?

- A. None
- B. 1
- C. 2
- D. 3
- E. 4
- F. 5

37. How many times have you seen the III Corps Commanding General's TV panel show "Off the Top" in the last two months?

- A. 1
- B. 2
- C. 3
- D. 4
- E. None, but I knew of it
- F. None, and I didn't know there was such a program

38. What did you think of the General's TV show?

- A. Very good
- B. Good
- C. Borderline
- D. Poor
- E. Very poor
- F. Did not see it

39. In my unit, the standards of military courtesy are:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

40. I feel that the standards of military courtesy in my unit should be:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

41. In my unit, the standards of discipline are:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

42. I feel that the standards of discipline in my unit should be:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

43. In my unit, there is:

- A. No harassment of soldiers
- B. Very little harassment of soldiers
- C. Some harassment of soldiers
- D. Much harassment of soldiers
- E. Almost continual harassment of soldiers

44. During my assignment at Fort Hood, my morale has usually been:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

45. The morale of the soldiers in my unit usually is:

- A. Very high
- B. High
- C. Borderline
- D. Low
- E. Very low

46. Have you ever had any of your personal property or money stolen from you at Fort Hood?

- A. Yes
- B. No

47. If yes, how many times?

- A. One time
- B. Two times
- C. Three times
- D. Four times
- E. Five times
- F. More than five times

48. Compared to civilian life, treatment of minority ethnic groups at Fort Hood is:

- A. Much better
- B. Better
- C. No different
- D. Worse
- E. Much worse
- F. I don't know

49. In my unit, racial problems are handled by my leaders:

- A. In a very fair manner
- B. In a fair manner
- C. With borderline fairness
- D. In an unfair manner
- E. In a very unfair manner

50. Is your unit still conducting the monthly two-hour racial awareness program seminars (RAPS)?

- A. Yes
- B. No
- C. Don't know

50a. If so, do you feel that the RAPS

- a. Contribute greatly to racial harmony
- b. Contribute to racial harmony
- c. Have no effect on racial harmony
- d. Contribute to racial disharmony
- e. Contribute greatly to racial disharmony
- f. Have never attended one

51. Does your company now participate in a quarterly "People with People Day" (or an "Up with People Day") to foster better race relations?

- A. Yes
- B. No
- C. Don't know

51a. If so, do you feel that the "People with People Day" (or, "Up with People Day"):

- a. Contributes greatly to racial harmony
- b. Contributes to racial harmony
- c. Has no effect on racial harmony
- d. Contributes to racial disharmony
- e. Contributes greatly to racial disharmony
- f. Have never attended one

52. The manner in which female military personnel are assigned to jobs at Fort Hood is:

- A. Very satisfactory
- B. Satisfactory
- C. Borderline in satisfactoriness
- D. Unsatisfactory
- E. Very unsatisfactory
- F. I don't know

53. I feel that female soldiers are shown the proper amount of consideration by male soldiers at Fort Hood:

- A. Almost all the time
- B. Most of the time
- C. About half of the time
- D. Not very much of the time
- E. Almost never

54. Since being at Fort Hood my opinion of the Army:

- A. Has become much more favorable
- B. Has become more favorable
- C. Has not changed
- D. Has become less favorable
- E. Has become much less favorable

55. Being a soldier in the U.S. Army makes me:

- A. Very proud
- B. Proud
- C. Neither proud nor ashamed
- D. Ashamed
- E. Very ashamed

56. I think the picture of the Army presented by the popular news media (newspapers, magazines, television, etc.) is:

- A. Almost always a fair one
- B. Usually a fair one
- C. About as often fair as unfair
- D. Usually an unfair one
- E. Almost always an unfair one

57. Compared to jobs in which I could work in civilian life, the Army is:

- A. Much better
- B. Better
- C. About the same
- D. Worse
- E. Much worse

58. The Army is:

- A. Very important to the defense of our country.
- B. Important to the defense of our country
- C. Of borderline importance to the defense of our country
- D. Unimportant to the defense of our country
- E. Very unimportant to the defense of our country

59. The Army is:

- A. Very concerned with me as an individual soldier
- B. Concerned with me as an individual soldier
- C. Borderline in its concern for me as an individual soldier
- D. Unconcerned with me as an individual soldier
- E. Very unconcerned with me as an individual soldier

60. Army hair length policies are:

- A. Much too restrictive
- B. Too restrictive
- C. Just about right
- D. Too liberal
- E. Much too liberal

61. In general, I think the Army is run:

- A. Very competently
- B. Competently
- C. With borderline competence
- D. Incompetently
- E. Very incompetently

62. When I came on active duty, I was:

- A. Strongly considering making the Army a career
- B. Considering making the Army a career
- C. Borderline
- D. Opposed to making the Army a career
- E. Strongly opposed to making the Army a career

63. I am now:

- A. Strongly considering making the Army a career
- B. Considering making the Army a career
- C. Borderline
- D. Opposed to making the Army a career
- E. Strongly opposed to making the Army a career

64. Would you recommend to a civilian friend of yours that he enlist in the Army?

- A. Yes. Strongly recommend that he enlist
- B. Yes. Recommend that he enlist
- C. Borderline
- D. No. Recommend that he not enlist
- E. No. Strongly recommend that he not enlist

65. Additional Comments. If you have additional comments or suggestions to make about life at Fort Hood or life in the Army, please write them below. Use the back of the page if you need more space.

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BIOGRAPHICAL DATA

66. What is your age? (Write in on answer sheet)

67. What is your sex? A. Male B. Female

68. What is your pay grade? E- (Write in on answer sheet)

69. Is your duty MOS the same as your primary MOS? A. Yes B. No

70. How long have you been in the Army? ___ years ___ Months (Write in on answer sheet)

71. How many months have you been at Fort Hood? (Write in on answer sheet)

72. Where do you live?
A. In a barracks
B. In on-post housing (BCH, family housing)
C. In off-post housing

73. What is your marital status?
A. Single
B. Married
C. Divorced
D. Other

74. How many children do you have?
A. None D. Three
B. One E. Four
C. Two F. Over four

75. To which ethnic group do you consider that you belong?
A. Afro-American
B. American Indian
C. Caucasian
D. Mexican American
E. Oriental
F. Puerto Rican
G. Other

76. In what size of community did you live, for the most part, while you were growing up?
A. 1 to 1,000 persons E. 25,001 to 50,000 persons
B. 1,001 to 5,000 persons F. 50,001 to 100,000 persons
C. 5,001 to 10,000 persons G. 100,001 to 500,000 persons
D. 10,001 to 25,000 persons H. Over 500,000 persons

77. How many years of formal education (elementary, high school, college, etc.) have you completed? (Write in on answer sheet)

78. What high school diploma do you have?
A. GED high school diploma
B. Regular high school diploma
C. Neither of them

79. What college diploma do you have?
A. 2-year college (associate degree) diploma
B. 4-year college (bachelor degree) diploma
C. Neither of them

80. Do you have a degree higher than a bachelor's degree?
A. Yes. B. No.

81. Are you currently taking any courses to improve your educational or technical qualifications?
A. Yes B. No

82. Are you interested in taking any more courses to improve your educational or technical qualifications?
A. Yes B. No

83. The average number of hours that I spend on my job per week is _____ hours. (Write in on answer sheet)

84. The average number of hours of meaningful work that I do on my job per week is _____ hours. (Write in on answer sheet)

85. On the average, on how many days a month do you see or talk with each of those in your chain of command? (Write in on answer sheet)

Person

Sect/Plt Sgt
Sect/Plt Ldr
1st. Sgt
C/Trinity Sdr
Bn/Squadron CS
Bn/Squadron Cdr

See Him

85a.
86a.
87a.
88a.
89a.
90a.

Talk with Him

85b.
86b.
87b.
88b.
89b.
90b.